IRVINE VALLEY COLLEGE
POLICE DEPARTMENT

"Serving the Campus Community"

STRATEGIC PLAN
2014 – 2017

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MESSAGE FROM THE CHIEF OF POLICE

In 2007, the Irvine Valley College Police Department began a new era of public safety services at IVC. An era dedicated to community-oriented policing by a committed professional staff. Our singular purpose was to promote a shared partnership with faculty and staff with the goal of providing students the opportunity to be successful by ensuring a safe and secure campus environment. In order to achieve that goal and remain effective, we've initiated and sustained a strategic planning process for decision-making and resource acquisition.

We've reshaped our organization structure for efficiency and strategy implementation. Positions were created with an experience curve effect consideration, using veteran police officers who bring exceptional skills and expertise.

We've replaced and upgraded outmoded equipment; improved the technology we use; and reformulated our staffing model to be more efficient, and thereby increase services. In the spring of 2014, we will adjust our business hours at the police station to better serve evening students; increase online services; enhance crime prevention programs; and continue to improve parking services, all with the purpose of improving customer service.

To enhance emergency preparedness, we've updated our Emergency Operations Plan to ensure compliance with state and federal mandated standards; developed a state-of-the-art Emergency Operations Center where campus emergency mangers coordinate emergency and disaster response; established a Building Marshal program to train campus staff and faculty so that they can support emergency evacuation operations; and established ongoing annual full scale emergency response exercises.

To bolster crime response capabilities, we've entered into a Memorandum of Understanding with both the Irvine Police Department and the Tustin Police Department to provide mutual aid during emergencies and to assist with the investigation of major crimes.

Our success, which is to continue to provide quality public safety services, can only be achieved by a joint partnership with the campus, and through targeted and effective community oriented 'strategic planning'.

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VISION, MISSION and CORE VALUES

VISION STATEMENT

Our vision is to be a leader and model community college police department with quality service as a core principle.

MISSION STATEMENT

The Irvine Valley College Police Department provides a safe learning environment through professional police services

CORE VALUES

The values that govern and inspire our actions and reflect our culture are:

- *PROFESSIONALISM*
  As reflected in the character and competence in which we proudly demonstrate our commitment as a law enforcement agency to provide a safe and secure environment.

- *RESPECT*
  The value and attitude which guides our relationship with the campus community.

- *INTEGRITY*
  An honored principle which gives us standing as law enforcement personnel in the eyes of those we serve.

- *QUALITY SERVICE*
  The manner in which we conduct and take responsibility for providing service for those in the community.

EXECUTIVE SUMMARY

The Irvine Valley College Police Department's Strategic Plan is a roadmap of goals, objectives and strategies to guide the department over the next four years. The plan is a critical element in moving the department forward to meet the ever-changing public safety demands the campus faces. This strategic plan is the result of input derived from a leadership team building workshop; employee feedback; an analysis of community surveys; College, District, state and federal administrative directives; and consultations with college and university executives. The result is a document that is easy to follow, simple in outline, and flexible. It follows the campus Budget Development and Resource Planning Committee guidelines, previously developed by the former Strategic Planning & Oversight Budget Committee, to specifically identify and justify budget related decisions in determining funding, and in-turn the direction the police department will take to advance services and move into the future. It outlines our vision, mission and core values; as well as goals and objectives, all of which are community focused.

With the continuing growth and development of our campus, including the ATEP Campus of the Future, policing issues will continue to become more complex. The demand on resources will only increase and the need to work smarter and with a "Plan" will only serve to improve the overall efficiency, effectiveness and services of the Police Department, and strengthen our commitment to the campus community by being more responsive to students, faculty and staff.

There are seven main goals identified in the Strategic Plan. All of which are designed to improve the efficiency and effectiveness of the police department while working within the parameters of budgetary constraints. The areas of focus are Budgeting, Staffing, Training, Technology, Emergency Management, Parking Services and Community-Oriented Policing. The goals were developed by identifying objectives; strategies/actions to accomplish each goal; responsible staff; target dates; and resources required. The plan leaves little ambiguity as to where the department intends to go over the next four years.

In conclusion, the course of action identified in the Strategic Plan will demonstrate the continued commitment of the Irvine Valley College Police Department to the campus community, and its desire to remain one of the most accomplished and progressive community college police departments in the region and perhaps the state.

PREVIOUS FIVE YEARS: TRENDS AND ACCOMPLISHMENTS

Over the past five years, the Irvine Valley College Police Department has faced many new challenges. The department has approached each challenge head-on, and has grown in many ways through each of them. The following is an overview of the emerging trends in crime over the past five years and the accomplishments of IVCPD in its efforts to ensure a safe and secure campus environment for Irvine Valley College.

Crime Information and Trends

The number of incidents in the violent crime category has been almost non-existent over the past five years. In fact, there have been only three (3) incidents of Part 1 violent crimes as defined by the FBI's Uniform Crime Reporting (UCR) and Clery Act, which include murder, rape, robbery, and aggravated assault. We have had a minimal, but unacceptable, number of Part 1 UCR property crimes which include burglary, larceny/theft, motor vehicle theft and arson. The property crime statistics can vary from year-to-year due to opportunistic circumstances, which is why we strongly promote community-oriented policing to reduce opportunities and solicit the help of the campus community with crime prevention presentations.

Clery Act Crime Statistics 2008 - 2013

Crime Category	2008	2009	2010	2011	2012	2013
Murder	0	0	0	0	0	0
Manslaughter	0	0	0	0	0	0
Sex Offenses/Forcible	0	0	0	0	1	0
Sex Offenses/Non-Forcible	0	0	0	0	0	0
Robbery	0	0	0	0	0	0
Aggravated Assault	1	0	0	0	0	1
Burglary	4	4	7	3	2	3
Vehicle Theft	1	1	1	1	0	0
Arson	0	0	0	0	0	0

When looking at the graph illustrating five (5) years of IVC Clery Act crime statistics, you'll notice the rates have remained static or have fallen. This is true despite the fact that our student head count has grown by more than 1000. During that period, we've seen an increase in officers' self-initiated activity. This indicates that while officers are responding to an increasing number of service calls, they are also raising the activity level by self-initiated actions.

Technology and Equipment

IVCPD has adopted many technological advances in recent years. One of the major technological shifts has been to move from writing incident reports, citations, and traffic accident reports on paper, to composing them in electronic systems. The Department now uses electronic handheld 'cite writers' to improve efficiency and minimize errors for parking and other citations.

IVCPD's 'tools of the trade' have also required changes or upgrades. New patrol vehicles were purchased, rather than used vehicles that were previously acquired from the CHP. A communications center was built to accommodate professional dispatchers to improve police response to calls for service from the campus community. IVCPD also now participates in the Orange County 800-MHz Countywide Coordinated Communications System which enables

officers to use upgraded radios to communicate with other public safety agencies. An Emergency Operations Center was also built to improve and coordinate response to major emergencies or disasters.

IVCPD has acquired patrol rifles, which are considered a more tactically sound option than the traditional police shotgun in many situations officers face today, particularly on a college campus. TASERs were acquired in 2009, and have been routinely carried by officers in order to allow a less-lethal option to control suspects during aggressive encounters.

These are just a few of the technology and equipment acquisitions and upgrades made by the Department.

Policy, Training and Specialized Units
The department has updated and added new policies, implemented training standards, and created new specialized units. To recognize the achievements of IVCPD personnel, the Department has implemented an awards program to honor individual achievements, commendable actions, and outstanding investigative efforts.

The department now participates with the Irvine Police department in 'block training' to meet biennial training requirements established by the California Commission on Peace Officer Standards and Training. The training includes arrest and control tactics, tactical communications, driver training, and force options among other classes. One training class involves using paintball guns in "force-on-force" scenarios, which places officers in realistic situations and provides them an opportunity to train in the use of deadly force in the most realistic way possible while maintaining their safety. Another class allows officers to train in pursuit driving at the Orange County Sheriff's Training Center, which has driving simulators. This class tests both the officer's vehicle handling abilities and decision-making skills. These are just some of the training classes officers attend. We've placed an emphasis on intervention tactics, while preparing for the worse. IVCPD has received training in tactical communications, and have conducted 'active shooter' exercises with the Irvine Police Department SWAT team.

Crime analysis, which is used to track and find trends and patterns in criminal activity, has also been expanded. There is now a part-time Detective responsible for criminal investigations and to conduct crime analysis for the department.

The Irvine Valley College Police Department has made great strides over the past five years. The department has used its resources in the most efficient ways possible to expand its services to the students and staff at Irvine Valley College. IVCPD's goal for the next five years is to continue to expand its community-oriented policing approach with the campus community through ongoing policy review, contemporary training and creating necessary specialized units.

INTRODUCTION TO PLAN

The Irvine Valley College Police Department's Strategic Plan is an evolving document that was originally drafted in 2008, in the form of a law enforcement management review, to provide direction for the Department's activities, and ensure that the needs of the college community would be met in a responsive, responsible and professional manner. The plan has provided direction to assist in our decision-making processes, priority determinations, and resource acquisition and allocation decisions. More importantly, the plan has allowed us to improve our community policing and problem-solving initiatives. The 2008 plan recognized that "community-oriented policing" is simply the best path to quality police services and enhanced public safety for the College.

PURPOSE

The time has approached to revise our existing plan in order to ensure that we are still meeting the needs of the community and that we will continue to do so for the next four years. The plan presented here is built on the 2008 plan. We intend to continue activities that meet the needs of the community, and identify new objectives to meet our future needs. This plan reaffirms our commitment to community-oriented policing and to delivering the highest quality police services to Irvine Valley College.

METHODOLOGY

In developing the plan, the Chief of Police tasked a leadership group to ensure that all Department perspectives were considered. The leadership group was given the charge of creating a revised updated plan. The Chief of Police wanted to ensure that there was an appropriate consultative process to identify the needs of our staff and community. As a result, the following steps were taken to assist with planning decisions:

In December of 2013, the Department's Leadership Team participated in a Team Building Workshop to identify Department needs, and to begin drafting annual goals to achieve those needs. Both internal and external environments were considered as elements in developing the plan.

In addition to the Leadership Team's discussions, a process for gathering information was developed. The process included a department meeting to solicit feedback from the department's staff, and an online survey targeting campus leadership.

STRATEGIC ISSUES

The strategic issues identified in this plan have a direct impact on the Department, and in-turn the campus community. Several of these issues are of such a nature that there is little the Department can do to counter or exploit their effect. Still, it is important to be aware of them and to make a commitment to stay abreast of them in order to respond accordingly at the appropriate time. These issues include the state of the economy, legislative requirements, court decisions and the impact of greater demand for services. Although each of these issues will have some impact on the college community, preplanning can minimize how they affect the Department. Therefore, we will focus our efforts on the issues that are within our scope of control, and which will have the greatest impact on the Department. They are divided into two categories: external and internal factors.

EXTERNAL FACTORS

Increased Responsibilities and Demands
It is anticipated that issues beyond the control of the Department will result in an increase in our responsibilities and place greater demands on our time and resources. This has been demonstrated in relation to District policy changes, legislation and court decisions.

New legislation can result in an increased workload and the need for new positions. For example, a number of legislative bills related to sexual assaults and violence have been introduced at the state and federal levels that will task the Department with increased reporting requirements, more victim services responsibilities, and additional public education needs. We recognize, however, that it will be difficult to predict how these new initiatives will emerge during the legislative process; and therefore, we will need a method to ensure that we stay well informed of these issues.

Economic Concerns
The country has experienced a weakened economy and slow recovery, and unemployment and job cuts have caused a significant increase in those seeking to improve job skills by enrollment in community colleges. Increased enrollments will have an impact on the demand for services. The Department will have to remain in touch with respect to these trends in order to deploy our resources effectively.

The recovering economy will also undoubtedly make it more difficult to acquire needed resources. This includes staff, equipment and technology. Therefore it is imperative that our strategic plan ensures the efficient use of current resources, and outlines our most important needs and priorities. In addition, we have to be mindful that we are competing for college resources, and that we have a responsibility to work cooperatively with other departments within the college to ensure that their needs are met as well. This will be a difficult balancing act to maintain.

There is always a potential for new sources of funding. The District may be willing to fund certain initiatives that result in more efficient District-wide public safety services; however, we cannot rely on this. Opportunities also exist to have projects funded through grants. This avenue

has been used by other colleges for various local initiatives, and should be considered for any major undertakings; however, there are typically rigorous standard and processes for obtaining most grants.

Crime Trends
Changes in technology, the economy and demography have all had an impact on crime trends and the type of calls that we respond to as a police department. These changes may influence our crime-prevention programs, including assaults, the types and numbers of theft offenses, our basic investigative approaches, and training for patrol officers. With the future development of the ATEP campus, geography may also impact crime trends or types.

Technology has changed the nature of some criminal activities, as well as the level of expertise needed to conduct specialized investigations. To address this new challenge, there will be a need and commitment for additional staff training and equipment. Therefore, the Department must decide whether this is an area of expertise that we can develop effectively within our current staffing, or whether it could be handled better by some other means or allied law enforcement agency.

It is expected that any changes in crime trends will occur slowly and not be immediately recognized, thereby causing a lag in deploying available resources effectively. However, again…it is important that we stay current with such trends and that we have skilled personnel to respond appropriately. Prison realignment and early release programs are two such areas to keep an eye on.

An increased awareness of certain criminal activities may result in other changes. As the campus community becomes aware of increased crime; increased calls for service will be placed on the department. This could then require an increase in the deployment of staff and result in a draw on fiscal resources. We should expect this type of reaction from the community to occur.

Although it could be argued that we could simply request assistance from the Irvine Police Department to address these initiatives, it would be counterproductive to the development of the Department to rely on, or to allow other agencies to obtain control over the direction and focus of such criminal activity at IVC. Specifically, it could diminish the authority of the Department and negatively affect our community-oriented policing strategy.

Technology
The issue of technology is one that affects the organization on many levels. The necessity to implement contemporary practices can leave the Department in need of equipment, training, and resources to keep up with advances. This includes continually updating records management software; staying current with the Department of Justice or county database systems that allows campus police to communicate and process files; modernizing our radio communications

systems to ensure continued interoperability with other county public safety agencies; and implementing the use of commonplace security cameras, where we lag other colleges and universities.

Internet crimes will require the Department to expend resources on investigative time, training and equipment. Criminal intelligence gathering requirements will have the same result. These trends are expected to increase and be a constant draw on resources, the most significant of which will be financial. There is a growing need for officers to be able to communicate with other outside police departments, the courts and the community. As the demand for cyber communications increases, so will budgetary requirements.

Changes in technology result in an ongoing need to upgrade equipment and software, and make new purchases. Each year the costs associated with technology consumes an increasing amount of our budget for operating expenses. We will have to be careful as to what steps are taken with respect to new technological initiatives and directions, and ensure that we are able to stay current, but within our fiscal means.

Crime Prevention

Crime prevention is viewed as one of the core functions of policing. The Irvine Valley College Police Department has a number of programs in place that effectively work toward this function. Preventing crime is not regarded as an add-on service; but rather, a way of doing business. Each division of the Department should consider how best to prevent crime when reviewing staffing and business practices, or when developing new initiatives. Although crime prevention is a core function of policing, and part of the way we do business, it should not be viewed as an all-inclusive goal of the Department, but instead as a priority. However, the objectives and activities outlined in our overall plan do focus on reducing crime and the fear of it.

Public Expectations

This is perhaps the most important of all external factors impacting the department. Although surveys have indicated that the campus community feels the Department is doing a good job and that they are pleased with the service currently being provided, this is not to say there is not room for improvement.

One trend noticed from community feedback was a request for increased visibility. This appeal varies from having more traffic enforcement to having police accessible in inner campus areas. For example, people were impressed with the acquisition of the T-3 three-wheel vehicle. The impression was that issues of accessibility and interaction were of great importance.

In a recent campus leadership survey, the issue of visibility was again raised. There were also requests for additional training and emergency drills; requests for more emergency phones in the parking lots, along with security cameras; continued involvement in the campus Behavioral Intervention Team; and more police officers.

Note: See Appendix A - Campus Leadership Survey Results

Irvine Valley College
There is certainly a need for an interactive working relationship between the police department and other college units. For instance, the police department would benefit from expanding the informal cooperation that exists at the line level with Facilities Maintenance staff. On occasion, police and facilities staff work together to manage campus events. This has been a positive experience, and one that if formalized could realize a reduction of overlap of efforts and resources, particularly in emergency management and response. While classified staff has participated in crime prevention and emergency response training, there is a need to motivate faculty involvement as well. The unavailability of faculty or their reluctance to attend Department sponsored training courses is troublesome.

Staffing
There are many factors that impact and affect our ability to increase staffing, even as the college grows. There will always be the challenge of obtaining additional funds to support an increase staff. Although we have the advantage-to some extent-of the availability of parking revenue, that source has limitations and is needed for parking lot maintenance and upkeep, improved emergency telephones, and the installation of a proposed security camera system. There are also restrictions imposed by the "50 percent law", which limits the number of classified employees at community colleges. Furthermore, the Department faces competition law enforcement agencies when recruiting for qualified police officers.

INTERNAL FACTORS

The following internal issues were identified through meetings with staff, input from the police leadership team members, and feedback from the campus community.

Professional Development
There is a recognized need for 'professional development' of employees to maintain or improve skills, provide a greater range of services, and to enable promotional opportunities as part of succession planning. Employees want more from their employers than they did ten years ago. This is a common desire by both sworn and non-sworn personnel. These increased demands and expectations have resulted in an ongoing need for management to assess its organizational model and staffing needs, rethink its business processes, and create opportunities.

It is the responsibility of every member of the Department to take ownership of his or her career, and for management to assist them in that effort. The Department has a responsibility to ensure that processes and opportunities are in place to allow for career development that improves services. We are currently in the process of creating specialized assignments and identifying special projects to provide employees with those opportunities. It is important to note that these

opportunities are created not only to meet the needs of employees, but also the Department and the campus community as well.

Leadership/Succession Planning

The composition of our Department demonstrates a significant reliance on the use of retired full time, part-time and 'reserve' police officers, which will continue into the foreseeable future. The issue of succession planning is important, not only because we are a small Department, but also to ensure that employees have the skill-set and knowledge to fill the void that will be created by inevitable short-term careers. The development of leadership skills is as important as developing operational expertise, because effective leadership focuses our activities to ensure we achieve our mission.

In order to ensure that employees have the appropriate leadership abilities, it is important that the issue of succession planning be a continuous effort. Employees must have an understanding of the succession planning process so that they can plan their careers accordingly. This is not to say that specific people should be identified for specific jobs; however, employees should know the criteria required to qualify for leadership positions.

Succession planning refers to more than simply positions of promotion. It is important that positions that are considered critical to the operations of the Department are identified, and that there are plans in place to ensure that an orderly transition process is in place when the need arises. This planning will also prepare the Department for unfortunate incidents or unforeseeable situations that require employees to leave positions with little notice. Efforts to this end should include cross-training, clearly defined and accessible job functions, and manuals that describe how the jobs are performed.

Accountability

The Department has become more accountable to the campus community in recent years. This has in-turn brought an exceptional focus to the performance of our staff. Through this experience, we have learned that it is important to document each employee's performance accurately, and that when a problem exists, to resolve the issue in a timely manner. Caution must be exercised, however, to ensure that employees do not feel that they are being unfairly treated as a result of the increased levels of accountability. For the most part, our veteran police officers understand this need and are responsible employees.

Recognition

It is understandable that employees want to be treated with respect and recognized for their contributions to the Department and campus community. Recognition is a complex issue that is not unique to small agencies with low crime rates such as the Irvine Valley College Police Department. Members have very different expectations in this regard and we must continue to ensure, that through formal honors, awards programs and through day-to-day supervision, that these exceptional acts are identified and recognized. It is also important that the public is afforded the opportunity to recognize our accomplishments, both individually and as a department.

Recruiting

The Department recognizes that it is always in competition with other police departments and college units to hire quality employees. Strategies such as the use of lateral entry police officers with previous law enforcement experience, or ensuring that our benefits package is competitive with those of other departments, will have to be part of the recruitment formula in order to ensure an adequate pool of candidates.

Values

Our strategic plan articulates organizational values that guide our conduct and decision-making in the performance of our duties. It will be critical to the success of this plan that all staff members remain aware of the origin of our values, core principles and associated expectations, and that we treat the public as we would one another. In order to ensure this, we must hire new employees who support our values. And continue to reinforce a Department culture in which our values are more than a statement on a wall; rather, they are the guiding principles by which we measure our actions, and to which we hold ourselves accountable.

Intradepartmental Communications

The Irvine Valley College Police Department, like other government organizations, must always strive to maintain and improve communication within the organization. The department has many methods in place to communicate information to employees. We use memoranda, email, one-on-one meetings and a number of other methods. The Chief of Police is readily accessible to all employees at any time, to discuss any issues of concern.

It is critical to encourage two-way dialogue throughout the organization, to allow for more informed and effective decision-making. We can always improve communication, including the way in which we share and manage information and knowledge within the organization. The objective here is to provide employees with a clear understanding of issues so that they are able to commit to the direction and goals of the Department.

Technology and Information Systems

Relevant and effective technology was addressed in the discussion of external factors; however, there is also an internal context to this issue. Changes in technology provide us with opportunities to enhance the manner in which we manage our information services. Information refers not only to our records management systems, but also personnel documentation, knowledge base, skills and abilities possessed by employees, best practices, and our "corporate" history or memory. Technology can assist in other areas such as providing internet access to shift schedules and allowing for immediate access to operational information relating to crime trends or safety concerns.

Uses and opportunities with respect to technology must be balanced with recognition of the value of personal interaction and the benefits that are realized through face-to-face conversations. Our reliance on technology can undermine these benefits. So, it is important that this aspect be considered when developing information technology plans, and when evaluating issues, such as systems integration that might rely on technology for communications.

STRATEGIC GOALS • 2014-2017

The list below provides a general outline of broad goals that will be incorporated into the department's strategic planning in future annual Goals and Objectives. The goals are based in large part on the department's College Objective XIII, (to) "Enhance campus safety and security".

Goal 1   Budget Development – Develop sufficient fiscal resources to provide effective police and parking services programs.

Goal 2   Staffing – Develop long and short-term staffing plan required to provide the highest level of police and parking services.

Goal 3   Crime Prevention and Community Relations – Develop, communicate, and deliver effective public safety services through a broad based 'community-oriented policing program'.

Goal 4   Emergency Management – Develop an emergency preparedness and response organization capability of managing a major emergency or disaster.

Goal 5   Training – Provide ongoing 'continuing professional training' and personal development opportunities for all department employees.

Goal 6   Technology Development – Acquire and maintain state-of-the-art technology to improve the effectiveness of services.

Goal 7   Parking Services – Provide sufficient parking facilities and support services for students, staff and campus visitors.

Goal 8   ATEP Police Services Development – Develop plan for full service public safety and parking services for the ATEP 'Campus of the Future'.

These goals will provide the foundation for the development of the Department's annual objectives and supporting strategies. In addition, periodic Strategic Plan Progress Reports will document the attainment of the objectives and related accomplishments.

IN CONCLUSION

The public is generally very satisfied with the quality of police services that we provide; however, we recognize that there is always room for improvement. There is a need to enhance our delivery of service with respect to issues such as police presence and working more closely with the campus community. The Irvine Valley College Police Department is committed to meeting these needs by continually improving the quality of services we provide.

Updated 8/7/2014

APPENDIX A

Employee Class	Sample	Population	Response Rate
Campus Leadership	30	23	76.6%

1. **Have you contacted campus police for any public safety related services during the past year?**

   Yes --- **73.91%**
   No -- **30.43%**

2. **Are the campus police officers approachable and responsive to your needs?**

   Yes -- **100.00%**
   No --- **0.00%**

3. **Are police officers visible on campus?**

   Yes --- **86.95%**
   No -- **13.04%**

4. **Do feel safe on campus?**

   Strongly Agree -- **69.57%**
   Agree -- **21.74%**
   Neither Agree or Disagree --- **8.70%**
   Disagree -- **0.00%**
   Strongly Disagree -- **0.00%**

5. **Do you feel safe in the parking lots?**

   Strongly Agree -- **56.52%**
   Agree -- **30.43%**
   Neither Agree or Disagree --- **13.04%**
   Disagree -- **0.00%**
   Strongly Disagree -- **0.00%**

6. **Have you attended a crime prevention or emergency preparedness presentation on campus?**

   Yes --- **95.65%**
   No --- **4.35%**

7. **Overall, how satisfied are you with the police services on campus?**

   Very Satisfied -- **69.57%**
   Somewhat Satisfied --- **26.09%**
   Neither Satisfied or Dissatisfied --- **8.70%**
   Somewhat Dissatisfied --- **0.00%**
   Very Dissatisfied -- **0.00%**

8. **What improvements would you recommend to enhance safety on campus?**

See summary of comments under Public Expectation on page 10 of the report.

9. **Overall, how satisfied are you with the parking services on campus?**

Very Satisfied -- **36.36%**
Somewhat Satisfied --- **45.45%**
Neither Satisfied or Dissatisfied --- **18.18%**
Somewhat Dissatisfied ---**-0.00%**
Very Dissatisfied --**-0.00%**

10. **What improvements would you recommend for parking services?**

See summary of comments under Public Expectation on page 10 of the report.