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Palau Community College is an accessible public educational institution helping to meet the technical, academic, cultural, social, and economic needs of students and communities by promoting learning opportunities and developing personal excellence.

Non-Academic Program Three Year Review

Service Area

**Campus Security Unit
Physical Plant Division
Administration & Finance Department**

Period of Three Year Review

2009 - 2011

NAME/TITLE/SIGNATURES:

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Date: 7/22/13

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Date: 7/22/13

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Date: 7/22/13

Received by Institutional Research Office on:	date	Name and Initial of receiving personnel

Purpose:

Program review at Palau Community College is a process that provides an extensive evaluation of academic and non-academic programs on a three year basis. The results of yearly assessments (using the FAMED process) are compiled into the one three year review cycle.

The purpose of program review is to evaluate program sufficiency to allow definite strategies to be developed for major revisions, to provide information for consideration when decisions are made, and to develop recommendations to improve institutional effectiveness.

Instructions for completing the form:

1. Type your text into the boxes. The text boxes will expand to accommodate the amount of text spaces you need.
2. Individual instructions are included before each section.
3. Submit your completed Program Review in both hard copy and electronic copy format to the Institutional Research Office.
4. Be sure to keep both hard and electronic copies for yourself.

Summary Report

Service Area Purpose – Campus Security Unit exist to make sure the students, staff, faculty and properties of the college are safe and secured to promote the college educational objectives. The unit's purpose is to promote learning opportunities and developing personal excellence to meet the technical, academic, cultural, social and economic needs of students, by ensuring the campus security and safety at all times. The unit's mission supports the mission of the college by providing a secured and safer campus for conducive teaching and learning environment promoting educational success.

The service area is securing the entire campus including college housing, upper campus and lower campus during evening hours, weekends and holidays. Campus Security unit ensures patrons safety by providing sufficient services throughout the campus during evening hours and on weekends and also ensures the safety of the college properties by providing sufficient services throughout the campus during evening hours and on weekends to promote and support the teaching, learning and working activities of faculty, student and staff. The security services are as follows –

Days of the Week:	Security Service Hours:
Sunday	7 am on Sunday morning to 7 am on Monday morning (24 hours)
Monday	5 pm on Monday evening to 7 am Tuesday morning
Tuesday	5 pm on Tuesday evening to 7 am Wednesday morning
Wednesday	5 pm on Wednesday evening to 7 am on Thursday morning
Thursday	5 pm on Thursday evening to 7 am on Friday morning
Friday	5 pm on Friday evening to 7 am on Saturday morning
Saturday	7 am on Saturday morning to 7 am on Sunday morning (24 hours)
Holiday	24 hours service

Trend Analysis – The service area provides security to all college patrons and college properties 365 days a year. The Campus Security unit remains with one director and five classified staff which includes (1) security supervisor and four (4) security service officers. The director is the Physical Plant director overseeing the Maintenance Unit and Campus Security Unit. There are three (3) major areas of the entire campus covered by security service supervisor and officers during evening hours and on weekends and holidays. The three major areas are the upper campus area, lower campus area and college housing area. The trend remains the same every year in terms of number of days the service is provided; the trend also remains the same in terms of the number of buildings and properties to protect and keep safe; however, the trend in number of students, faculty and staff differs from semester to semester. During regular fall and spring semester, more classes are offered in the evening hours; therefore, more patrons are in the campus during evening hours and also on weekends for Saturday classes. During the summer time where summer sessions of classes are going on, there are very few evening offerings where it is less patrons in the campus during evening hours. The college Library also operates until 8:00 pm during fall and spring semesters and operates until 5:00 pm during the summer sessions; these also differs the number of patrons in the campus during evening hours and on weekends during these different semesters/sessions.

Outcomes – There are two functions of this service area with developed goals and objectives, assessment of goals and objectives, analysis of data and using results for improvement. These functions are the safety of patrons and safety of college properties throughout the evenings and on weekends. The unit area began its service assessment in 2010; therefore, there are no available

assessment data for 2009, the first year of this review cycle. According to client's satisfactory survey in 2010, 61% of clients were satisfied with safety of patrons and college properties. The goal of this unit is to have 70% client satisfaction of the offered services. The survey showed that the objective of the unit was not met with the 61% client satisfaction. In February of 2011, the college hired an additional security officer to help provide a safe and secured campus to promote a conducive learning and working environment for all patrons and to ensure secured and safe college properties. The Campus Security Unit will continue to provide services, assess the services, and make changes when necessary. In 2011, the unit area took the year to re-organized its mission statement, goals and objectives; revised assessment tools to ensure that the right questions are asked in the surveys reflecting on the mission, goals and objectives of the unit; and attend trainings to understand why the unit needs to assess its services, when to assess its services and what to do with assessment results. With the revisions and trainings, there was no assessment data available for 2011.

Personnel Data - The unit has one full-time Physical Plant director from 2009 – 2011 holding a college degree hired to the college in 1988. The director oversees the Maintenance Unit and the Campus Security Unit. The unit had one full-time supervisor with a college degree hired by the college in 1986; four full-time security service officers – one with high school diploma hired by the college in 2006, one with high school diploma hired by the college in 2007, one with high school diploma hired by the college in 1996 and one with a certificate of achievement hired by the college in 2006.

The description of duties for each personnel within this unit area is found under Appendix A Personnel #1, page 9.

The service area remained under staffed. The unit needs additional two security service officers to support its daily services to college patrons and properties. Currently, there are three working shifts for three campus areas within this unit. The first shift begins at 5:00 pm to 1:00 am; second shift begins at 9:00 pm to 5:00 am; and third shift begins at 11:00 pm to 7:00 am. With the five personnel responsible for providing patrons and properties' safety and security, one officer has to switch his shift from upper campus to lower campus due to fewer personnel. The service area is in need of two more additional officers to ensure that all shifts and areas are covered during working hours; to ensure that when someone in the unit is sick or taking personal time off, the college remained to be safe and secured.

Professional Development Activities – Campus Security unit personnel attended Assessment training in August 2010, FAMED workshop in January 2011, and Assessment follow-up sessions throughout 2011. All Campus security services personnel are members of the college Classified Staff Organization (CSO) since its inception in 2007 or when hired by the college. The Campus Security unit supervisor and officers have attended the R.O.P. Police Academy Training Program and hold certificate of completion and achievement from this national training.

Management training is greatly needed for personnel at the supervisory level of this service area. A training to refresh ideas, provide more skills and approaches of ways to lead, and expand supervisory level knowledge will help the unit area's direction and implementation of its goals and objectives. The unit is also in need of emergency disaster management and fire prevention trainings to upgrade knowledge and skills in the event of emergency disaster and/or fire occurrence in the campus. The unit also needs CPR training annually to upgrade knowledge and skills, refresh minds of the CPR process, and personnel expectations during emergency situations.

Facilities and Equipments – Campus Security office is adequate to support the service area's goals, objectives and required work load, such as writing reports and processing of procurement documents. The service area is in great need of at least three mobile phones for the three different campus areas covered during operating hours by the three different shifts. This was a need during the first program review cycle; two-way radios were provided to every officer; however, the two-way radio system broke down after couple of months because of less quality. The unit needs three mobile phones for the following reasons – officers could make calls to 911 anywhere in the campus instead of running to the Campus Security office to make the call, this could save a life; officers could use to contact one another during shifts should there be need for more officers in one area of the campus; officers could make phone calls to the college presidents or the vice presidents should there be an urgent need for their decisions; and also it will help an officer who maybe running late to his shift to inform on-duty officer of situations and not have to call the office where no one will be answering the phone. This unit does not need any major supplies or equipments to operate daily; it is the mobile phones that will really help the personnel in this unit to improve services to the entire campus. These mobile phones will not leave the campus, when an officer finishes his duty the mobile phone will be passed on to the next duty officer within the same campus area. There are three areas covered during each shift, therefore, the unit is requesting for three mobile phones.

Evaluation of Previews Program Review Action Plans – The first review covered the period of 2006 to 2008. There were four action plans as a result of the first preview. The four plans were 1. Management Training; 2. Fire Prevention Training; 3. Emergency Disaster Training; and 4. Police Academy Training. To date, Action Plan #4 has been implemented. Action Plans #1, 2, and 3 have not been implemented. There are really no clear directions or reasons why Action Plans 1, 2 & 3 were not implemented; the unit will again recommends the three plans for this review. It is important to have these trainings to allow personnel to prepare in the event of disasters and emergencies in the campus.

Service Area's Strength and Improvement Needs – The strengths of the Campus Security unit personnel is that they work together as a team to provide services to support the service area functions, goals and objectives. With fewer personnel covering the entire campus during the unit's operating hours, the personnel works together to provide adequate services to ensure safety of patrons and college's properties. Among the personnel in the unit area is the open communication between the officers and the supervisor; with this strength, the unit has been able to accomplish great things even when there is fewer officers covering different shifts and areas of the campus.

Service Area Action Plans – Based on this review, the Campus Security unit propose the following action plans to help improve its services to clients and the college. 1. Hire two additional security service officers to help ensure security and safety of patrons and properties of the college. 2. To seek assistance from the Human Resource Division to provide Management Training to the management level of the unit. 3. To provide Fire Prevention Training and Emergency Disaster Training to the unit personnel for knowledge and skills in the event of fire and other emergency in the campus. 4. To provide CPR Training annually to all supervisor and officers to upgrade skills and knowledge and to refresh minds of the CPR process and personnel expectations during emergency situations. 5. Request the college to provide at least three mobile phones to the unit to allow officers to make 911 calls anywhere in the campus instead of running to the Campus Security office to make the call, to use to contact one another during shifts should there be need for more officers in one area of the campus; and to use to contact the college presidents or the vice presidents should there be an urgent need for their decisions.

Resource Request – The resources requested is based on the program review results and client satisfactory survey. The requests have been identified and explained throughout this report. An estimated amount of \$17,400.00 is required to allow the trainings and mobile phones mentioned under Action Plans #1 - #5 in this review. More detailed information is found under Appendix A Resource Request, page 14.

Appendix A: Service Area Review Assessment Data

MISSION OF SERVICE AREA

1. State the purpose (mission statement) of this service area.

The mission of campus security is to make sure the students, staff and the properties of the college are safe and secured to promote the college educational objectives.

2. How does the purpose (mission statement) of the service area support the overall institutional mission statement?

To promote learning opportunities and developing personal excellence to meet the technical, academic, cultural, social and economic needs of students, the campus needs to remain secured all the time. The unit's mission support the mission of the college by providing a secured campus for a conducive teaching, and learning environment promoting educational success.

SERVICE AREA FUNCTIONS

1. List the principal functions/services of this service area.

- Campus security (Campus security is securing the entire campus including college housing, upper campus and lower campus during evening hours, weekends and holidays.)

2. Provide goals and objectives of each function/service.

- The unit ensures patrons safety by providing sufficient services throughout the campus during evening hours and on weekends.
- The unit ensures the safety of the college properties by providing sufficient services throughout the campus during evening hours and on weekends.

TREND ANALYSIS

1. Use the data provided to indicate trends for each of the following measures:

Service Area	Service Provided	Service Clientele	2009	2010	2011
Campus Security	Security of college patrons and college properties	Student, faculty, staff, administrators, community patrons and college properties	365 days	365 days	365 days

2. Use data provided to indicate trends in staffing:

Staffing	Management Level	Classified Level	Student Workers
2009	Director (1 full-time)	5 Full-time	0
2010	Director (1 full-time)	5 Full-time	0
2011	Director (1 full-time)	5 Full-time	0

OUTCOMES

1. Provide the following information for each service/function within this area:

Area Service/Function	Outcome Developed	Have outcomes been assessed?	Has assessment data been analyzed?	Has the data been used for service area improvement?
Campus Security	Yes	Yes	Yes	Yes

2. Report the assessment results of the services from the yearly assessments for this review period.

Year	Goal/Objective	Date of assessment	Assessment results	Strategies to meet objectives
2009	Goal 1: The unit ensures patrons safety by providing sufficient services throughout the campus during evening hours and on weekends. Objective 1.1: Achieve 70% client rating of satisfactory or better ones every three months.	Assessment began in Spring 2010, Therefore no data available on 2009		
2010	Goal 1: The unit ensures patrons safety by providing sufficient services throughout the campus during evening hours and on weekends. Objectives 1.1: Achieve 70% client rating of satisfactory or better ones every three months.	Spring 2010	61% of clients are satisfied	The 61% clients' satisfactory was below 70% expected outcome. Therefore, the college hired an additional officer to help improve the services in this area.
2011	Goal 1: The unit ensures patrons safety by providing sufficient services throughout the campus during evening hours and on weekends. Objective 1.1: Achieve 70% client rating of satisfactory or better ones every three months.	Data not available due to revisions of assessment tools, and more training with unit personnel to understand the process of assessments and when to do assessments.		

Year	Goal/Objective	Date of assessment	Assessment results	Strategies to meet objectives
2009	Goal 2: The unit ensures the safety of the college properties by providing sufficient services throughout the campus during evening hours and on weekends. Objective 1.1: 100% of college properties are secured and safe in the evenings and on weekends.	Assessment began in Spring 2010, Therefore no data available for 2009		
2010	Goal 2: The unit ensures the safety of the college properties by providing sufficient services throughout the campus during evening hours and on weekends. Objective 1.1: 100% of college properties are secured and safe in the evenings and on weekends.	Spring 2010	61% of clients are satisfied	The 61% clients' satisfactory was below 70% expected outcome. Therefore, the college hired an additional officer to help improve the services in this area.
2011	Goal 2: The unit ensures the safety of the college properties by providing sufficient services throughout the campus during evening hours and on weekends. Objective 1.1: 100% of college properties are secured and safe in the evenings and on weekends.	Data not available due to revisions of assessment tools and more training within unit personnel to understand the process of assessments and when to do assessments.		

PERSONNEL

1. List the information requested below for all full-time and part-time personnel.

Position	Status (FT/PT)	Highest Degree	Initial Date of Hire	Description of duties
Director	Full Time – 1	AS	07/10/88	See below description of duties
<p>Description of Duties: Provide lateral thinking in problem resolution, innovative solutions to maintenance difficulties where spare parts are unobtainable and an overriding enthusiasm for maintaining high standards for the work place and learning environment; prepare budget proposals for Vice President of Administration and Executive Committee approval for large capital outlay projects, complex controlled maintenance, and routine servicing/cleaning; develop and implement programs of planned maintenance in accordance with the budget and will constantly analyze and review this program; control and account for expenditures of operating budget which includes consumables used throughout the college facilities; evaluate and verify all aspects of the quote and make recommendations as to its acceptance; is the liaison with external construction supervisors working on site and will oversee the project from the college perspective; serves as campus building and architectural inspector; develop and implement Master Physical Plant Plan for the college in correlation with the Academic Master plan; all departments on campus will raise work orders for maintenance within their own areas which are reviewed and prioritized by the incumbent; dealing with safety or emergency repair problems; responsible for carrying out regular inspection of all buildings, grounds, and equipment to determine safety, maintenance and repair needs, and to ensure housekeeping of offices, classrooms and ground; provide a clean and orderly college environment; provisions of a twenty four hour security for buildings and college property; responsible for the inventory of the division equipment and property inventory including construction materials, fuel supplies and the management of the college vehicle fleet; incumbent advises</p>				

the Vice President Education and Training when projects or repairs suitable for class activities/experience are available for student participation observation; liaison with technical Education program instructors regarding essential matters; produce for Vice President of Administration a strategic maintenance plan consistent with college priorities; maintain a system of recording activities of the division and will continually review and recommend changes to improve policy procedures; workplace efficiency and cost effectiveness in his/her area of responsibility; ensure that all staff under his/her control clearly understand their duties and responsibilities and he/she will attend to their recruitment, training development and encouragement and leadership in order to sustain positive morale and effective division performance; participate as a member of College Committees and/or Project Teams; and take a full and active part in the promotion of excellence in every activity, service, or program he/she provides; He/she is challenged to continually identify innovative, more efficient, cost effective ways to satisfy the needs of students, staff and the community and to make recommendations for implementation of these improvements.

Position	Status (FT/PT)	Highest Degree	Initial Date of Hire	Description of duties
Security Service Supervisor	Full-time – 1	AA	04/03/86	See below description of duties
<p>Description of Duties: To plan, coordinate, control and supervise the security of the college buildings, equipment and property and to contribute to the provision of a safe environment for college residence, staff and visitors. The security service supervisor's primary responsibility is the preservation and protection of college assets from theft, damage or destruction, unlawful entry or willful vandalism, responsible for planning, coordinating, controlling and supervising checks on the security and safety of the college buildings and property; incumbent prepares a roster of security officer patrols and to ensure adequate security coverage is in place at all times; the primary activity is after normal college hours when officers patrol their assigned areas inspecting all external doors, windows and gates for security and checking for fire or safety hazards; will ensure that officers reporting for duty are briefed on particular events which will occur on campus during their shift and/or other issues which may impact on their scheduled patrol; he will also require the officer to become familiar with previous incident log entries so as to be aware of current status of buildings, equipment etc. e.g. damaged locks, broken windows, defective lighting systems; will personally carry out some routine patrols during which he will conduct building security checks, investigate any unusual situation, presence of unauthorized persons on the campus or in college buildings and as necessary will contact the Police, Fire or Hospital services to assist in protection of life or property; is responsible for ensuring that all security personnel comply with the procedure for maintaining an incident log and will require his officers to submit full reports on observed violations of policies, procedures or regulations; these reports could also include matters which may constitute a criminal offence and therefore must be complete, factual and prepared in a manner which would be acceptable as evidence in a court of law; he will therefore follow up all incident reports with his officers confirming the details which may subsequently be required to be submitted in court as formal evidence; in matters which require further investigation or where serious implications for the college, staff or students are indicated the supervisor should carry out a debrief of the security officer involved as soon as practicable and any additional relevant information will be committed to writing and attached to the report; is responsible for ensuring the Director Physical Plant is advised immediately any serious injury occurs to any persons on the campus, any significant damage to college property or theft is discovered, or any incident occurs which may bring discredit or embarrassment to the college; security supervisor must ensure that he and his staff represent the college in diplomatic and courteous manner with students, staff and the public; each day the incumbent will follow up on the previous nights reports ensuring that appropriate college departments are informed and advised where repair or maintenance action is required; he will schedule his staff for duty having regard for annual holidays and statutory holidays and will arrange a roster flexibility which will cover unforeseen absences through sickness etc.; incumbent has a responsibility for providing leadership, management control for his staff and will make every effort to build a strong team spirit; he will ensure that every staff member in his area of responsibility has clearly defined, measurable objectives and that each individual is provided with the necessary resources, training, personal development and encouragement to enhance their job satisfaction, promotability and rewards; will take full and active part in the promotion of excellence in every activity service, or program he provides; and he is challenged to continually identify innovative, more efficient, cost effective ways to satisfy the needs of students, staff and the community and to make recommendations for implementation of these improvements.</p>				

Position	Status (FT/PT)	Highest Degree	Initial Date of Hire	Description of duties
Security Services Officer	Full-time	HS Diploma	02/02/06	See below description of duties
Security Services Officer	Full-time	HS Diploma	01/01/07	
Security Services Officer	Full-time	HS Diploma	07/08/96	
Security Services Officer	Full-time	Certificate of Achievement	09/04/06	

Primary responsibility is the preservation and protection of College assets from theft, damage and destruction, unlawful entry or willful vandalism; strategically varied patrol of the ground will be allocated to each officer on commencement of his duties and will include the following responsibilities; patrolling the assigned areas, inspecting all external doors, windows and gates for security, remaining alert for the fire or safety hazards; will take such immediate action necessary to reduce any danger and/ or malfunction of equipment and will impaired equipment to the security supervisor, is responsible for investing any unusual condition, presence of unauthorized persons on the grounds or in buildings and will contact the police, fire, hospital or other appropriate agencies immediately when their services are required to assist in protecting life or property; in the event of serious injury, significant damage to college property or theft, the security service officer will immediately call the appropriate emergency services and contact the security service supervisor, or in his absence the director, physical plant; will maintain a log using the prescribed on observed violations of policies, procedures and regulations; reports must be precise and factual including appropriate details of offenders, witness etc. and clear description of the incident; this information may subsequently be required to be submitted in court as formal evidence; as required the security service officer will provide information to students, college staff and the public while on the premises and will control parking and safe movement of vehicles on campus; will also perform routine safety maintenance tasks, eg. Replacing light bulbs; the responsibility for college students after normal college hours rests with the dormitory managers, if the security services officer has occasion to apprehend students on campus who are misbehaving or are potentially at risk he is responsible only for escorting them to their dormitory or requesting them to go there; he is required to ensure that the dormitory manager is immediately briefed and takes control of the situation; will take a full and active part in the promotion of excellence in every activity, service, or program he provides; and challenged to continually identify, more efficient, cost effective ways to satisfy the needs of students, staff and the community and to make recommendations for implementation of these improvements.

2. Is the number of personnel adequate to support the service area? If no, explain based on assessment results or in any other related college plan(s).

No, the unit needs additional staff to support its services.

3. Do available personnel possess adequate skills required to support the service area? If no, explain based on assessment results or in any other related college plan(s).

Yes.

PROFESSIONAL DEVELOPMENT AND ACTIVITIES

1. List professional development activities that personnel in this service area have participated in during this review period? (List such things as conferences, courses, workshops, degrees, etc.

Assessment Training – August 2010
FAMED Workshop – January 2011
Assessment Follow-up Session – Throughout 2011
Police Academy Trainings

2. In what professional organizations (related to work position) do personnel in this service area participate?

Organization	No. of Personnel Participating	Office Held (if any)
Classified Staff Organization	5	Regular members

3. Do any personnel need professional development in order to improve services in this service area? If so, list those areas of need. Base this response on assessment results or in any other related college plan(s).

Management Training
Emergency Disaster Training
Fire Prevention
CPR Training

FACILITIES AND EQUIPMENT

1. Are available general use facilities, such as office and work spaces, adequate to support the service area? If no, provide response based on assessment results or in any other related college plan(s).

Yes.

2. Is available equipment adequate to support service area objectives? If no, provide response based on assessment results or in any other related college plan(s).

No, there is need for mobile phones. The unit requested mobile phones in 2009; instead of mobile phones the unit was given two-way radios. These two-way radios stopped functioning after several months.

3. Does the service area generate revenue? If yes, how?

No.

EVALUATION OF PREVIOUS PROGRAM REVIEW ACTION PLANS

Indicate the status of the previous program review action plans:

Action Plan Activity/Objectives	Status Complete/Ongoing/Incomplete	Remarks
Develop Unit Mission Statement	Completed	
Cell Phones	Incomplete	Two way radios were provided instead of cell phones, these equipments are not working anymore.
Trainings:		
Management Training	Incomplete	There is no clear direction or reasons why the Management, Fire Prevention and Emergency Disaster Trainings were not accomplished. The unit will propose again and request the Human Resource Division to assist the unit in providing the trainings.
Fire Prevention Training	Incomplete	
Emergency Disaster Training	Incomplete	
Police Academy Training	Complete	Police Academy Training was completed and personnel received certificates for the training.

SERVICE AREA STRENGTHS AND IMPROVEMENT NEEDS

1. List and explain service area strengths

Open communication and team work are the key to complete tasks daily even though the unit doesn't have enough security service officers.

2. List and explain service area improvement needs

Need two additional security officers and need three mobile phones to help provide more support to the service area in order for the service area to improve its services to clients.

SERVICE AREA ACTION PLANS

Based on this program review results, describe the program action plans for the next three (3) academic years. Include necessary resources.

Action Plan Activity/Objectives	How will this action plan improve services?	Needed Resources (if any)	Timeline
Hire two additional security officers	This is to ensure that all areas of campus are well secured and safe at all times. This will also ensure that when one or more currently employed officer/s is/are sick, the unit continues to provide the essential services because it will have enough officers to cover the entire campus.	\$15,000.00	ASAP
Trainings	To upgrade knowledge, skills and refresh minds of the styles of leadership, process of emergency protocols, expectations during emergencies, and CPR process.	\$2,000.00	ASAP
Purchase three Mobile Phones	This will allow the officers to contact 911 where ever they are in the campus, contact other on-duty officers should there be need of assistance in a particular area of the campus, and contact college president and vice presidents for decisions.	\$400.00	ASAP

RESOURCE REQUEST

Type of Resource	Description	Estimated Amount Requested	Justification
Personnel	Two security officers	\$15,000.00	Hire additional two officers to ensure that all areas of campus are well secured and safe at all times. This will also ensure that when one or more currently employed officer/s is/are sick, the unit continues to provide the essential services because it will have enough officers to cover the entire campus.
Facilities			
Equipment	Three Mobile Phones	\$400.00	Procure to allow the officers to contact 911 where ever they are in the campus, contact other on-duty officers should there be need of assistance in a particular area of the campus, and contact college president and vice presidents for decisions.
Supplies			

Software			
Training	Management, Emergency Disaster, Fire Prevention, and CPR Trainings	\$2,000.00	To upgrade knowledge, skills and refresh minds of the styles of leadership, process of emergency protocols, expectations during emergencies, and CPR process.
Other			
Total:	\$17,400.00		

Appendix B: Evidence - Yearly Assessment Data

Appendix C: Assessment Tools

Appendix D: Service Area Assessment Calendar