

RISK *and* SAFETY SERVICES

STRATEGIC PLAN



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STRATEGIC ALIGNMENT BRIEF

Risk and Safety Services is crucial in fostering a secure environment conducive to UCSC's educational and research missions. By implementing proactive exhaustive safety measures, offering extensive programming and training, and maintaining robust emergency response plans, the unit significantly reduces risks and ensures compliance with safety regulations. These efforts create a resilient and prepared campus community, capable of effectively mitigating emergencies and minimizing potential losses.

Key Departments and Functions

Campus Safety (CSA):

Promotes campus safety and security through trained ambassadors who provide emergency response, first aid, and disaster response services across the campus.

Environmental Health & Safety (EH&S):

Ensures compliance with environmental, health, and safety programs to minimize occupational injuries and illnesses and protect environmental quality.

Office of Emergency Management (OEM):

Administers comprehensive emergency management programs to prepare for, respond to, recover from, and mitigate the impacts of emergencies that threaten the university's mission and the safety of its community. This department is currently in expansion development to include mission continuity services.

Risk Services (RS):

Supports campus departments in identifying and managing risk exposures, administering insurance programs, and maximizing recovery from accidental losses.

Occupational Health:

Under the Risk Services umbrella, Occupational Health focuses on the health and safety of the university's employees by addressing workplace hazards and promoting health and safety programs.

Transportation and Parking Services (TAPS):

Manages access to the campus, oversees parking and transportation services, and ensures the efficient operation of transit systems and infrastructure.

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UNIT OVERVIEW

Risk and Safety Services (RSS) at the University of California, Santa Cruz (UCSC) is a multi-operational unit within the Finance, Operations, and Administration (FOA) division. Encompassing infrastructure, risk management, occupational health, emergency preparedness, and safety compliance, the unit is a cornerstone of the university's infrastructure, providing essential services that safeguard the well-being of students, faculty, and staff; through its multidisciplinary approach and dedicated programs, the unit ensures that UCSC remains a safe, healthy, and compliant institution, ready to face the challenges that may arise. The four key departments include Environmental Health & Safety, Office of Emergency Management and Mission Continuity, Risk Services and Occupational Health, and Transportation and Parking Services. Through these programs, RSS strengthens relationships between the University and local, State, and Federal entities, and satisfies compliance with provisions of the University of California Office of The President (UCOP) Policy on Safeguards, Security and Emergency Management which reinforces UCSC's commitment to become more disaster-resistant.

Mission and Objectives

The mission of Risk and Safety Services is to provide leadership and coordinate multidisciplinary services to sustain a safe and healthy campus. This includes managing risk, preventing injury and loss, and coordinating access, emergency response, and recovery ([Risk and Safety Services](#)).

Guiding Principles

Risk and Safety Services is committed to facilitating the infrastructure and services required to build and sustain a safe and healthy campus environment.

In addition to conducting all of our daily operations in accordance with the [UC Statement on Ethical Values](#) and [UC Santa Cruz's Principles of Community](#), it is our aim to employ best practices specific to our industry in achieving our mission. These include:

- Operating under the assumption that many incidents involving harm to individuals or property are preventable through proactive planning, building awareness, community engagement, collaboration across departments and constituents, and clearly defined avenues of response.

- Response to emergency situations are in the spirit of providing necessary support and intervention so as to prevent escalation of the condition.
- Outreach should be aimed at informing, empowering, and engaging individuals and helping them recognize the role we all play in keeping our community safe.
- We are problem solvers, with the goal of implementing informed, socially just, and cost-effective solutions to serve our community and the campus mission.

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ADVISORY TEAM

LEADERSHIP TEAM

- **Clement O. Stokes.** Associate Vice Chancellor, Risk and Safety Services
- **Willie Brown.** Manager, Campus Safety
- **Cindy Delgado.** Director, Risk Services and Occupational Health
- **Stephan Edgar.** Manager, Emergency Management and Mission Continuity
- **Dan Henderson.** Director, Transportation and Parking Services
- **Steven Loveridge.** Director, Environmental Health and Safety

ADMINISTRATIVE SUPPORT

- **Blanca Cassidy.** Project Support Specialist
- **Melody Litt.** Director, Business and Financial Analysis

DIVISIONAL LEADERSHIP STEERING

- **Elida Erickson.** Assistant Vice Chancellor, FOA Strategic Initiatives & Sustainability

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EXECUTIVE SUMMARY

In October 2023 in a letter to the campus community Chancellor Cynthia Larive launched the [2023 UC Santa Cruz Strategic Plan: Leading the Change](#). Motivated by the new campus wide strategic plan Vice Chancellor for Finance, Operations, and Administration (FOA) Ed Reiskin embarked on development of a divisional strategic plan charging the FOA divisional units with the development of unit specific strategic plans that would span a three year horizon beginning Spring 2024 while corresponding with the fiscal schedule.

Overarching Goals

The chancellor's four [Campus-Wide Goals](#):

- Advance student success by improving retention and graduation rates and closing equity gaps
- Increase UC Santa Cruz's research profile and impact
- Foster an inclusive campus climate that embraces and values diversity and equity
- Improve efficiency, effectiveness, resilience and sustainability

Risk and Safety Services Goals

- 1. Enhance campus safety, health, and environmental stewardship

This goal was informed by the initiatives from Environmental Health & Safety and the Campus Safety program, focusing on rigorous safety standards and sustainable practices.

- 2. Strengthen emergency preparedness and mission continuity

The Office of Emergency Management and Mission Continuity provided key insights into needs for developing robust emergency response plans and fostering resilience.

- 3. Optimize risk management and compliance

Drawing from Risk Services and Occupational Health, as well as Transportation and Parking Services, this goal emphasizes proactive risk mitigation and regulatory

compliance.

Below is an overview of department defined strategic goals that combined make up the Risk and Safety Services Strategic Plan. Each goal highlights the corresponding overarching campus-wide goal alignment. Goals are followed by a departmental overview. For a more detailed look at goal implementation strategies & initiatives and the departmental overview, click the corresponding marker.

Process

The development of our strategic goals for Risk and Safety Services (RSS) followed a collaborative and inclusive approach. Each of the key departments - Environmental Health & Safety, Emergency Management and Mission Continuity, Risk Services and Occupational Health, Transportation and Parking Services, and the Campus Safety program - played a crucial role in this process. Guided by the four campus overarching goals, the Risk and Safety Services approach to the strategic plan development process included the following:

- Department-Specific Goals:
 - Each department was tasked with defining a minimum of three strategic goals. These goals were designed to align with UCSC's overarching goals, ensuring coherence and consistency across the university's strategic framework.
- Alignment and Integration:
 - Once the departmental goals were identified, they served as the foundation for shaping the overarching goals of the entire Risk and Safety Services unit. This integrative approach ensured that the overarching goals were not only comprehensive but also reflective of the specific needs and priorities of each department.
- Collaborative Effort:
 - The strategic goal development process involved extensive collaboration and communication among the departments. Through regular meetings and consultations, departments shared their goals; common themes and objectives were then identified.
 - Departments focused on a strategies and priority initiatives format.
 - Continued engagement through plan implementation
- Progress reporting will continue throughout the 3-year implementation process

The integration of the department-specific goals into the RSS unit's overarching goals ensures that our strategic direction is well-aligned with the diverse functions and responsibilities of each department. This cohesive strategy aims to enhance campus safety, health, environmental stewardship, emergency preparedness, and risk management.

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CAMPUS SAFETY

Overview

The Campus Safety Ambassador (CSA) Program at the University of California, Santa Cruz (UCSC) is a vital component of the university's commitment to ensuring a safe and secure environment for all members of the campus community. This program enhances the visibility of safety personnel, provides immediate assistance, and fosters a proactive approach to campus security.

Mission and Objectives

The mission of the CSA Program is to create a welcoming and secure environment through increased visibility, engagement, and rapid response to safety concerns. The program aims to deter crime, provide support during emergencies, and enhance the overall safety of the campus.

Key Functions

1. **Visible Presence:** CSAs patrol the campus, providing a reassuring presence that deters potential criminal activity and promotes a sense of safety among students, staff, and visitors.
2. **Emergency Response:** CSAs are trained to offer immediate assistance during emergencies, including first aid and CPR, ensuring quick and effective response to incidents.
3. **Safety Escorts:** The program offers personal safety escorts to students and staff, particularly during late hours, enhancing their sense of security while moving around the campus.
4. **Community Engagement:** CSAs engage with the campus community to raise awareness about safety practices, distribute safety information, and encourage the reporting of suspicious activities.

Strategic Importance

The CSA Program is critical in maintaining a secure and supportive campus environment. By providing an approachable safety presence and immediate response capabilities, the program significantly contributes to reducing crime rates and enhancing the overall feeling of safety on campus. The proactive engagement of CSAs helps build trust within the campus community, encouraging collaboration and compliance with safety measures.

CSA Goals

Goal 1: Enhance efficiency, effectiveness, resilience, and sustainability through technological integration to facilitate real-time reporting.

- Strategies:
 - Incorporate cutting-edge technology solutions, including Security Guard Tracking Software
 - Leverage digital tools to enhance communication and deliver exceptional service
- Priority Initiatives:
 - Enhance the value-added customer service by providing additional data, such as:
 - Identifying abandoned vehicles
 - Determining if a vehicle has been reported to parking enforcement previously
 - Tracking maintenance submissions to reduce redundancies
 - Addressing vandalism
 - Handling trespassing
 - Monitoring recreational vehicle parking
 - Other aspects

Goal 2: Promote an inclusive climate through community engagement, establishing transparent communication channels with the campus community to address campus safety concerns and build positive relationships.

- Strategies:
 - Establish transparent communication channels with the campus community to address concerns.
 - Gather feedback through an online reporting system.
 - Offer insights into the Campus Ambassador Program to community groups.
- Priority Initia
 - Become acquainted with the Campus Safety Ambassador Program to the extent that they are willingly reaching out to us.
 - Provide information and foster awareness about our program.
 - Leverage digital tools to enhance communication and deliver exceptional service
 - Priority Initiatives:
 - Enhance the value-added customer service by providing additional data, such as:
 - Identifying abandoned vehicles
 - Determining if a vehicle has been reported to parking enforcement previously
 - Tracking maintenance submissions to reduce redundancies
 - Addressing vandalism

- Handling trespassing
- Monitoring recreational vehicle parking
- Other aspects

Goal 3: Advance student success by enhancing campus safety measures through sustainable visible security measures to promote a secure campus environment.

- Strategies:
 - Sustain visible security measures to promote a secure campus environment for residents living and studying.
 - Conduct regular walk-throughs of each community and provide necessary support services.
 - Continuously evaluate and update security protocols based on emerging trends and needs.
- Priority Initiatives
 - Campus Safety Ambassadors serve as vigilant observers when our clients are not present. It is crucial to ensure that everyone is committed to safeguarding the university's assets and is well-versed in our safety and security procedures. Involvement in the planning process for procedural updates is essential, fostering a collective interest in business safety and security. Above all, each Campus Safety Ambassador should have the opportunity to contribute input and feedback, instilling a sense of responsibility. Establishing a security-focused culture through regular workplace training, including comprehensive sessions during the orientation of new employees, fosters team cohesion. Providing a platform for employees to anonymously report concerns, especially if they are hesitant to discuss something publicly, is vital. Active community engagement is paramount; stepping out of the vehicle and interacting with the public is necessary to become integral parts of the communities we serve.

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ENVIRONMENTAL HEALTH & SAFETY

Overview

The Environmental Health & Safety (EH&S) Department at the University of California, Santa Cruz (UCSC) plays a critical role in maintaining a safe, compliant, and sustainable campus environment, fostering a culture of safety, and ensuring adherence to health and safety regulations. This summary outlines the department's key functions, initiatives, and impact on the UCSC community.

Mission and Objectives

The primary mission of EH&S is to promote a safe, healthy, and sustainable campus environment. The department achieves this through comprehensive programs and services designed to mitigate risks, prevent injuries and illnesses, and ensure compliance with local, state, and federal regulations. EH&S programs include a broad range of disciplines including areas such as laboratory research and safety, industrial hygiene, environmental management, radiation safety, hazardous materials management, information technology, ergonomics, biosafety, emergency management, and fire safety and prevention.

Key Service Areas

1. **Diving and Boating Safety:** The EH&S Diving and Boating Safety programs oversee all UCSC scientific diving and boating efforts to ensure compliance and meet regulations standards.
2. **Research Safety:** EH&S supports safe laboratory and research practices across multiple domains including chemical, biological, radiological, and laser safety. This ensures that research activities comply with regulatory standards and are conducted in a manner that protects researchers and the environment.
3. **Hazardous Materials Management:** The department oversees the proper storage, handling, and disposal of hazardous materials. This includes managing chemical inventories and ensuring the safe disposal of hazardous waste.
4. **Injury and Illness Prevention:** EH&S implements the Injury and Illness Prevention Program (IIPP) which provides guidelines and training to prevent workplace injuries and illnesses. This program is a cornerstone of the department's efforts to maintain a safe working environment.
5. **Ergonomics:** The ergonomics program addresses workplace ergonomics to prevent musculoskeletal disorders. It includes assessments, recommendations for ergonomic improvements, and training for staff and faculty.
6. **Environmental Programs:** EH&S manages programs related to air emissions, wastewater discharge, and hazardous materials storage. These programs ensure that

UCSC's environmental impact is minimized and compliant with environmental regulations.

7. **Emergency Preparedness & Fire Safety & Prevention:** In support of the Risk and Safety Services shared mission for a safe campus, the EH&S department plays a vital role in emergency planning and response, ensuring that the campus is prepared for various emergencies, including natural disasters and hazardous materials incidents sharing many programmatic elements and responsibilities with the Office of Emergency Management and Mission Continuity.
8. **Be Smart About Safety:** To support the Risk and Safety Services shared mission for safety and compliance, in partnership with Risk Services, EHS promotes this proactive funding program aimed to reduce potential losses related to workers' compensation, general liability, and property damage through targeted safety initiatives.

Strategic Importance

The EH&S Department at UCSC is a vital component of the university's infrastructure, ensuring a safe, compliant, and environmentally responsible campus. Its comprehensive programs and proactive initiatives support the university's mission of excellence in education and research

EH&S Goals

Goal 1: Support research profile and impact goals by increasing training opportunities by developing new training programs in areas with unmet needs.

- Strategy:
 - Develop new training programs in areas with unmet needs.
 - Focus on instructor led courses for improved engagement and subject matter retention.
 - Ensure content meets new UC accessibility requirements.
- Priority Initiatives:
 - First Aid / CPR
 - Wilderness First Aid
 - EpiPen
 - Mental Health First Aid
 - Off-road Driver Orientation
 - (Note, audience focus for these courses is field trip and field research leaders, e.g., instructors, faculty, TAs.)
- Annual Target: Sign up at least one new training per year

Goal 2: Support efficiency, effectiveness, resilience and sustainability by improving campus Injury and Illness Prevention Plans (IIPP) by working with the Emergency Services group to leverage the Department Safety Coordinator program.

- Strategy:
 - As the cornerstone of Cal/OSHA safety regulations, the injury and Illness Prevention Plan requirements are critical for state compliance. Considering the diversity and scale of operations, plans need to be developed and implemented at the department level or lower. EH&S will work with the Emergency Services group to leverage the Department Safety Coordinator program.
- Priority Initiatives:
 - Pilot new IIPP design within EH&S.
 - Develop a method for better progress tracking, document review, and user accessibility.
- Annual Target:
 - Engage with 10+ campus units per year

Goal 3: Support physical research infrastructure profile and impact goals by addressing campus Maximum Allowable Quantity (MAQ) challenges by partnering with chemical owners to implement systems for accurate processes.

- Strategies:
 - Safe, and compliant, storage of chemicals on campus reduces the likelihood and severity of major incidents. EH&S will continue to work with chemical owners to confirm inventory on hand matches records.
 - Obtain/maintain accurate chemical inventories
 - Designate and inspect control areas
 - Building construction details will be verified to determine correct control area boundaries.
 - Disposal of unneeded chemicals will be supported.
 - Chemicals may be relocated if necessary.
- Priority Initiatives:
 - Obtain/maintain accurate chemical inventories
 - Designate and inspect control areas
- Annual Target:
 - Year 1 - Define control areas, education and outreach
 - Year 2 - Identify locations that may need capital projects to address MAQ issues.
 - Year 3 - Work with chemical owners to reduce inventory within limits

Goal 4: Improve campus resiliency by identifying programs and positions of critical importance and increasing Employee Development and Succession Planning.

- Strategy:
 - EH&S staff serve in roles, or support programs, that are required for state licensing, federal funding, and legal compliance. We will improve campus resilience by identifying programs and positions of critical importance.
 - Implement project teams to provide support and redundancy for critical functions.
 - Look to support staff as they gain the necessary skills, training, and experience.

- Priority Initiatives
 - Identify single-point-failure positions
 - Identify suitable back-ups/alternates
 - Prepare succession roadmap

Goal 5: Promote advancing student success by creating a connection pathway between EH&S and the student population.

- Strategy:
 - Develop and support an EH&S Student Ambassador team. EH&S ambassadors will be able to bridge the communication gap between EH&S areas of responsibility and the student population.
 - Topics to include: mold, water quality, air quality, fire safety and prevention, and others as identified.
- Priority Initiatives:
 - Recruit interested students
 - Develop media and literature
 - Participate in student events: Cornucopia, department fairs, other
 - Create a social media presence

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EMERGENCY MANAGEMENT AND MISSION CONTINUITY

Overview

The Office of Emergency Management (OEM) at the University of California, Santa Cruz (UCSC) is dedicated to ensuring the campus is prepared for, can respond to, and recover from emergencies. OEM provides essential services and resources aimed at enhancing the university's resilience against various emergencies and disasters.

Mission and Objectives

OEM's mission is to safeguard the university community by developing comprehensive emergency plans, promoting preparedness, and coordinating efficient responses to crises. The department focuses on ensuring the safety and continuity of campus operations.

Key Functions and Programs

1. **Emergency Preparedness:** OEM develops and maintains emergency procedures, conducts training sessions, and organizes drills to prepare the campus community for potential emergencies.
2. **Business Continuity:** The department supports departments in creating and updating continuity plans, ensuring that critical functions can continue during and after an emergency.
3. **CruzAlert System:** OEM manages the campus notification system, which disseminates timely alerts and information during emergencies to ensure the safety of students, faculty, and staff.
4. **Emergency Operations Center (EOC):** OEM operates the EOC to coordinate campus-wide responses during major incidents, working with local and regional agencies for efficient resource management.
5. **AED Program:** OEM oversees the Automated External Defibrillator (AED) program, ensuring these life-saving devices are available and maintained across the campus.

Strategic Importance

The OEM plays a crucial role in maintaining campus safety and compliance with state and federal regulations. By promoting a culture of preparedness and resilience, OEM ensures that

UCSC is well-equipped to handle emergencies, minimizing the impact on the campus community and operations.

OEM Goals

Goal 1: Promote efficiency, effectiveness, resilience, and sustainability through student outreach and engagement.

- Strategy:
 - OEM will engage with student organizations, conduct tabling activities, utilize social media, and seek other mechanisms to engage with the student population at UC Santa Cruz. This engagement will focus on the availability of training, information, and a two-way pipeline of feedback and resources intended to empower students and ensure that their concerns are addressed.
- Priority Initiatives
 - Conduct outreach with student governments including the SUA and GSA to build regular communications with student advocates.
 - Conduct tabling activities at major student-focused events such as Cornucopia.
 - Create a social media presence for disseminating important information.
 - Reach out to student organizations and smaller student government entities to build robust relationships.
 - Design student-focused resources both physically and digitally. Including emergency guides, training opportunities, etc.
- Annual Targets
 - 100 hours of instruction hours provided
 - 50 students trained
 - 10 tabling events
 - Monthly remote training sessions, 5/yr in-person training sessions
 - Regular weekly postings on social media account
 - Complete update to Emergency Response Guide
 - Completed Spanish translation of Emergency Response Guide

Goal 2: Promote efficiency, effectiveness, resilience, and sustainability by providing Emergency Preparedness Training

- Strategy:
 - OEM will create multi-modal training opportunities for populations across the UCSC community including students, staff, and faculty. The modes of training will include on-demand online eLearning, regular or by appointment remote training, and in-person presentations. The trainings will be designed and regularly updated based on stakeholder feedback and priorities. The end goal will be to make trainings a requirement for onboarding of all students, staff, and faculty.
- Priority Initiatives

- Create an Online Emergency Preparedness Training within Articulate Rise 360 that will be available for all students, staff, and faculty.
- Hold at least monthly Emergency Preparedness training for all interested parties on Zoom.
- Hold time to conduct in-person training for interested stakeholders and key groups, such as Resident Advisors, Dining Hall Managers, Orientation Tour Guides, etc.
- Advocate for a form of Emergency Preparedness training to be made a requirement for new/transfer students and new faculty and staff members.
- Implement curated training opportunities for specific audiences with unique considerations, such as faculty.
- Develop programs and initiatives to bring more robust emergency preparedness to campus, including the Community Emergency Response Team (CERT).
- Annual Targets
 - First draft of Emergency Preparedness eLearning course completed
 - 150 participants trained
 - 3 key audience training sessions
 - Distribution of new CERT Interest Form to create a repository of interested staff, faculty, students.

Goal 3: Promote efficiency, resiliency, effectiveness, resilience, by implementing Triangle of Resilience Coverage.

- Strategy:
 - Develop training, tracking, planning, review, and approval workflows for all components of the Triangle of Resilience as applied to High-Impact Units and Departments. The Triangle of Resilience will include Department Emergency Action Plans, Mission Continuity Plans, and Emergency Response Guides. The Triangle of Resilience will be completed in stages for all High-Impact Units and Departments as defined in the Emergency Response Framework and Continuity of Operations Plan.
- Priority Initiatives:
 - Complete drafting and finalizing training documents for all Triangle of Resilience Components such that training resources are available on-demand.
 - Create tracking workflows to ensure that progress can be regularly monitored throughout the Strategic Plan period.
 - Create updated Emergency Response Guides for physical and digital publishing with functional customization for specific units/departments.
 - Create updated templates and review documents for Department Emergency Action Plans and Mission Continuity Plans.

- Advance the use of technology such as AI/ChatGPT to allow for customized plan-specific tabletop exercises to test specific components of the Triangle of Resilience.
- Advocate for Unit leadership to prioritize Triangle of Resilience initiatives throughout their organization.
- Develop a Department Safety Coordinator (DSC) Program that will allow for collaboration across Units in the completion of Triangle of Resiliency components and build a stronger safety culture at UCSC.
- Annual Targets:
 - Final draft of Intro to Mission Continuity eLearning complete.
 - First draft of Advanced Mission Continuity eLearning (UCReady focus) complete.
 - First draft of Department Emergency Action Planning eLearning complete.
 - Draft of Emergency Response Guide complete.
 - First draft of guidance for tabletop exercises complete.
 - First draft of initial DSC program documents and training complete.
 - All units for Triangle of Resilience High-Impact Units assigned, approved and prioritized for 24-25 targets.

Goal 4: Promote efficiency, resiliency, effectiveness, resilience, and sustainability through implementation of Campuswide Planning Exercises

- Strategies:
 - Develop comprehensive campuswide plans and exercises to test those plans against a litany of hazards and threats that are relevant to the UCSC community. These plans will span continuity, emergency preparedness, response, and recovery. OEM will utilize next-generation planning practices and technology to ensure that UCSC is a trailblazer in the higher education planning and exercise space.
- Priority Initiatives:
 - Implement a new Emergency Management Policy that incorporates best practices from other UCs and provides a foundation for UCSC's response to campus emergencies.
 - Implement an Emergency Response Framework that provides the foundational principles of campus response as articulated in FEMA's Comprehensive Planning Guide (CPG) with a lens of higher education.
 - Develop specific hazard and functional annexes that address priority planning considerations at UCSC.
 - Develop a Continuity of Operations Plan that addresses disruptions to University business.
 - Develop and hold tabletop exercises that test draft plans and assess for improvements.

- Develop and implement a new Hazard Vulnerability Assessment (HVA) that accurately assesses the lived reality at UCSC and includes a climate resiliency lens.
- Annual Targets:
 - Draft of Emergency Management Policy completed and submitted for approval.
 - Draft of Emergency Response Framework completed and submitted for approval.
 - Climate Resilience *and* Traditional Hazard Vulnerability Assessments covering UCSC Residential Campus completed including inclusion in systemwide reports.
 - First draft Continuity of Operations Plan framework covering UC Santa Cruz and all affiliated properties completed.
 - Annual tabletop exercise framework draft completed and exercises scheduled.
 - Hazard Vulnerability Assessment draft tabletop exercise framework completed.

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RISK SERVICES AND OCCUPATIONAL HEALTH

Overview

Risk Services and Occupational Health (RS) at the University of California, Santa Cruz (UCSC) play a pivotal role in ensuring the safety, health, and well-being of the campus community. These departments implement strategies to manage risks, promote health, and ensure compliance with various regulations, contributing to the overall resilience and operational continuity of UCSC.

Mission and Objectives

The mission of Risk Services is to support UCSC by identifying and mitigating risk exposures, managing insurance programs, and promoting a safe and healthy work environment. The objectives of the Occupational Health Services align closely with these goals, focusing on the health and safety of university employees through proactive health programs and effective injury management.

Key Functions and Programs

1. **Enterprise Risk Management (ERM):** ERM at UCSC adopts a strategic approach to manage risks, enhance financial stability, and support the university's mission. This includes implementing campus-wide risk initiatives and participating in system-wide committees to address various risks.
2. **Loss Prevention:** Through the Be Smart About Safety (BSAS) program, Risk Services funds proactive loss prevention initiatives. The goal is to prevent workplace injuries and illnesses by integrating effective risk management strategies into daily operations.
3. **Insurance Programs:** Risk Services administers comprehensive insurance programs covering workers' compensation, general liability, property, auto, and specialized needs. This includes facilitating insurance coverage for various campus-related activities and entities.
4. **Claims Management:** The department handles all aspects of the claims process for insured programs, working closely with employees and third-party administrators to ensure proper medical care and transitional work assignments for injured employees.
5. **Occupational Health Services:** This program offers a range of services including on-site health evaluations, telemedicine, fitness-for-duty assessments, flu vaccines, and consultation for occupational exposures. These services aim to maintain the health and safety of university employees, particularly those involved in high-risk activities such as diving and extensive travel.

6. **Wellness Programs:** The Faculty and Staff Wellness Program provides comprehensive health and wellness support, including initiatives like the Healthy Campus Network. These programs foster a high level of wellness, promote personal responsibility, and address health inequalities.

Strategic Importance

Risk Services and Occupational Health are integral to UCSC's commitment to a safe and healthy campus environment. Their efforts in risk management, loss prevention, and health promotion not only protect individuals but also ensure the university's compliance with legal and regulatory requirements. By maintaining robust risk management and health programs, these departments support the university's broader mission and operational continuity.

RS Goals

Goal 1: Support research profile and impact goals by partnering with the Department of Chemistry and Biochemistry to mitigate power interruption risk addressing safety concerns and loss prevention, and improving the physical research infrastructure.

- Strategy:
 - Partner with the Department of Chemistry and Biochemistry to utilize a Be Smart About Safety Award (BSAS) that was provided to the Bio-molecular Cryo-Electron Microscopy Facility for a backup generator feasibility study. Work with the department this fiscal year to mitigate loss. This risk mitigation process will improve the physical research infrastructure. Redundant systems such as a backup generator can reduce the significant impact that longer outages can cause for the operations of the department. This risk mitigation strategy can also serve to reduce the impact for other departments that will be able to benefit from the backup generator. Through an analysis of the numerous power outage impacts to the department it was determined that there was also a risk for sparking which could manifest into a fire hazard for the facility.
- Priority Initiatives:
 - Upon the Feasibility Study's completion the Department of Chemistry and Biochemistry will be able to develop the strategy for the capital project. The risk mitigation strategy has already been well received in the science community, and the Cryo-EM Facility is a recharge research facility. It has begun to expand its research capability as well as mitigate risk. Another outcome from the BSAS application for the risk mitigation project has been the formation of a campus Energy Resiliency Work Group to address university operational impacts as a result of power outages.
- Annual Targets:
 - 2024 - Campus contracting and projected feasibility study
 - 2025 - Feasibility study report evaluation & proposal for funding assessment

- 2026 - Potential start date for campus contracting & contractor projection
- 2027 - Potential project completion

Goal 2: Further inclusive campus climate goals by moving from a culture that “accommodates” to one that incorporates access into every aspect of the University experience by implementing the new Occupational Health Center and integrating diversity, equity, and inclusion in its offerings.

- Strategy:
 - Integrate health in all policies approach in order to create a more inclusive climate for faculty, staff and student employees. Employees, including student employees, will be able to seek treatment for occupational injuries and for medical surveillance exams in an environment that creates access.
 - The Occupational Health Program will continue to provide educational trainings such as First Aid and CPR, Mental Health First Aid, along with health educator tailored programming in order to ensure an inclusive health climate.
- Priority Initiatives:
 - Narcan Distribution Program for faculty and staff, in partnership with the Student Health Center for distribution to the student population.
 - Health education training with Mental Health Training for supervisors and managers and targeted departments.
 - First AID and CPR trainings.
 - Mental Health Training options for the campus community with contracts being secured in February 2024. Complete the campus roll-out of the program by April-May 2024.

Goal 3: Promote inclusive campus climate goals by reducing equity gaps and enacting policy that will further the mission of a safe campus environment for faculty, staff and students with enhanced programming and processes that further accessibility.

- Strategy:
 - The new Workplace Violence policy that is being developed by Risk Services and the Behavioral Intervention Team (BIT) and campus stakeholders will further reduce the gap of perceived equity related gaps. The policy will further the mission of a safe campus environment for faculty, staff and students with enhanced programming and processes that further accessibility. The new required Workplace Prevention Plan will also be included in the campus Workplace Violence Policy in order to provide a more inclusive campus environment.
- Annual Target:
- 2024 - Plan training development & roll-out, program implementation & evaluation
- 2025 - Potential training updates & re-evaluation
- 2026 - Program evaluation

Goal 4: Support inclusive campus climate goals by expanding mental health services available to the campus community by developing and expanding resource options to the faculty and staff pipeline. Mental health providers will be equipped to meet the needs of crisis situations by providing real-time support.

- Strategy:
 - Mental health providers that have availability to meet the needs of crisis situations in order to provide real time support to the campus community in situations that are critical.
 - Develop mental health first-aid workshops for the campus community in order to provide faculty and staff with tools to manage in challenging times.
 - Develop a holistic approach for Mental Health First Aid training. The development of this approach will create an inclusive environment to aid in removing cultural stigma that often surrounds mental health.
- Annual Targ
 - 2024
 - Mental Health First options development for faculty and staff
 - Crisis Response Mental Health Services scaleable for the campus community contract finalized
 - Roll-out of Mental Health First Aid for faculty and staff
 - Program updates
 - 2025
 - New program roll-outs
 - Program evaluation
 - 2026
 - New program rollouts
 - Program evaluation

Goal 5: Enhance campus sustainability goals by creating and promoting a campus ecosystem that eliminates single-use waste.

- Strategy:
 - Create an environment of sustainability with the addition of water refill stations across campus to promote the reuse of water bottles and aid in improving the carbon footprint of the campus.
- Priority Initiative:
 - Installing additional hands free water bottle filling stations to create a campus ecosystem that supports reuse and eliminates single use water bottles.
 - A water bottle filling station campaign will be conducted along to direct the campus community to the stations and promote water filling station usage.
 - Utilizing the grant provided by Cal/Recycle is providing the opportunity to expand the availability of water to the campus community and promote the reuse of sustainable systems.
- Annual Target:
 - 2024

- Bidding process through to installation of motion sensor water filler stations
 - water promotion campaign
- 2025
 - Evaluation of water filler stations
 - updated water promotion campaign
- 2026
 - Program evaluation

Goal 6: Advancing student success by promoting an inclusive environment to expand student learning opportunities. Supporting student's safe exploration of emerging academic programs.

- Strategy:
 - Develop an environment that aids with fostering student success and engagement by working with various undergraduate and graduate student organizations to foster an inclusive environment to expand their learning opportunities.
 - Partnering to identify new insurance products to aid in their safe exploration of emerging academic programs. This results in fostering inclusive excellence in education.
 - Partnering with Student Health Services to foster an environment that includes health into all aspects of campus culture, and academic mandates. Risk Services and Student Health Services, along with various campus stakeholders is leading the promotion of the implementation of the Okanagan Charter at UCSC to assist in developing an inclusive environment for students, faculty and staff.
- Annual Target:
 - 2024
 - Survey development, distribution, and analysis in order to utilize the data for program design, and program implementation
 - 2025
 - Program evaluation and programmatic updates
 - 2026
 - Program evaluation, updating programs through the continuous improvement process framework

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TRANSPORTATION AND PARKING SERVICES

Overview

Transportation and Parking Services (TAPS) at the University of California, Santa Cruz (UCSC) is dedicated to enhancing campus accessibility through efficient, sustainable, and user-friendly transportation and parking solutions. TAPS manages an array of services including parking, campus transit, and sustainable transportation programs, playing a critical role in supporting the university's operational needs and sustainability goals.

Mission and Vision

The mission of TAPS is to provide safe, reliable, and sustainable transportation and parking options that support the university's educational, research, and public service missions. The vision is to create an innovative, customer-focused transportation system that enhances campus life and reduces environmental impact.

Core Services and Programs

1. **Parking Services:**
 - Management of parking permits and enforcement of regulations.
 - Provision of special event parking.
 - Development of electric vehicle (EV) charging infrastructure.
 - Oversight of parking facilities at main and satellite campuses.
2. **Transit Services:**
 - Operation of a comprehensive shuttle system, including regular campus shuttles and Disability Van Services.
 - Coordination with Santa Cruz Metro buses to provide unlimited access for students via student ID.
 - Regular maintenance and safety inspections of the transit fleet to ensure reliable service.
3. **Sustainable Transportation:**
 - Promotion of alternative transportation methods such as biking, carpooling, vanpooling, and walking.
 - Programs like "Slug Bike Life" and the BCycle e-bike share to encourage cycling.
 - Support for the transition to electric vehicles, including rebates and infrastructure development.
4. **Safety and Maintenance:**

- Implementation of rigorous safety protocols and regular maintenance checks for the transit fleet.
- Compliance with California Highway Patrol regulations.
- Strategic plans for transitioning to electric buses, supported by a reserve fund dedicated to purchasing new EVs.

Strategic Importance

TAPS is crucial to the overall safety, accessibility, and compliance of UCSC by:

- Providing safe and efficient transportation solutions that reduce environmental impact.
- Enhancing campus accessibility, thereby improving the overall campus experience.
- Supporting the university's sustainability goals through green transportation initiatives.
- Ensuring compliance with transportation regulations, maintaining operational integrity and safety standards.

TAPS Goals

Goal 1: Advance student success and promote an inclusive campus by identifying and implementing additional opportunities to assist low income students with TDM (Transportation Demand Management) programs and offerings.

- Strategies:
 - Identify new programs either specifically geared towards this, or that feature special offerings.
 - Explore how existing programs can be adjusted to meet this objective.
- Priority Initiatives:
 - Subsidized e-bike share additional bikes and / or docks
 - Augmented programmatic / membership offerings
- Annual Target:
 - Launch BCycle and distribute 3000 memberships

Goal 2: Advance student success by identifying and implementing new means to increase Campus Transit shuttle service levels and capacity.

- Strategies:
 - Hire more drivers
 - Optimize our current drivers' resources
 - Use different vehicles
- Priority Initiatives:
 - Training and Safety Manager to oversee continuous recruitment and training of drivers
 - Career Auto Equipment Operators to drive smaller vehicles
 - Procurement of 40' buses
- Annual Targets:

- Hire Training and Safety manager and begin recruitment of AEO.
- Procure more buses

Goal 3: Advance student success by making parking and program resources more readily available and user friendly.

- Strategies:
 - Implement online parking management system
 - Implement Automatic License Plate Reader (ALPR) technology for parking enforcement
- Priority Initiatives:
 - Continue setting up AIMS
 - Discontinue agreement with Phoenix
- Annual Target:
 - Go live with AIMS for beta testing

Goal 4: Promote an inclusive campus climate by expanding Disability Van Service levels and capacity.

- Strategy:
 - Increase available vehicular and personnel resources
- Priority Initiatives:
 - Training and Safety Manager to oversee continuous recruitment and training of drivers
 - Career Auto Equipment Operators (AEo) to drive smaller vehicles
 - Procurement of new / additional vans
 - Digitize support documentation (maps, etc.) to augment customer service
- Annual Target:
 - Hire Training and Safety manager and begin recruitment of AEO
 - Procure more vans.
 - Begin process of digitization of maps

Goal 5: Advance student success by increasing Campus Transit safety.

- Strategy:
 - Review and adjust policies and procedures and evaluate supplies, equipment and personnel to maximize safety and reduce risk to the greatest extent possible
- Priority Initiatives:
 - Training and Safety Manager to oversee continuous recruitment and training of drivers
 - Adaptive curriculum including best practices in dealing with pedestrians and bikes on campus
 - Digitization of records
- Annual Targets:

- Hire Training and Safety manager and begin recruitment of AEO.
- Procure more vans.
- Begin process of digitization of maps

Goal 6: Advance student success by engaging stakeholders and performing multiple strategic workflows concurrently to convert Internal Combustion Engine (ICE) Campus Transit Fleet vehicles to Zero Emission Buses (ZEB).

- Strategy:
 - Procure ZEB vehicles
 - Procure and implement infrastructure and equipment to support ZEB
 - Train support staff on operations and maintenance
- Priority Initiatives:
 - Continue work with ZEB vendor Gillig for support with comprehensive integration
 - Continue work with Physical Planning & Development & Operations partners on infrastructure
 - Continue work with PG&E on available subsidies
- Annual Targets:
 - Be established in Gillig's priority list queue for acquiring the buses.
 - Acquire formal quote and continue through purchase order submission
 - Establish contract with PG&E
 - Onboard electric contractor

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IMPLEMENTATION & PROGRESS UPDATES

Formal implementation of the Risk and Safety Services strategic plan including goal-attainment updates will begin Summer 2024. The Risk and Safety Services strategic goals and implementation plan is a living and evolving process. Key Performance Indicator reporting, milestones, and implementation strategy modifications will be updated herein quarterly. Annual targets will be updated following the FY schedule annually by the end of the following quarter.

Advisory teams will continue engagement through the implementation process to maintain goal-attainment momentum and modify metrics reporting mechanisms as needed.

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APPENDIX

[Campus announcement launching the UCSC strategic plan](#)

[Leading the Change: Strategic Plan 2023](#)

[UC Statement on Ethical Values](#)

[UC Santa Cruz's Principles of Community](#)

[Risk and Safety Services Organizational Chart](#)

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