

Unit Strategic Plan

2016 - 2018

Name of Program/Department:

Department of Safety and Security

Mission Statement (for the program or department):

Ensure a safe and secure environment within which all members of the campus community can achieve their purposes. In addition, the department recognizes and accepts its responsibility for further public relations that exists between the college and the campus community, as well as the community at large.

Summary of Access, Productivity and Effectiveness (Including, but not limited to, program load, success rate, retention rate, completion rate, employer surveys, student surveys):

The Department of Safety and Security is staffed by the director and seven full time police officers, one full time security officer, one full time office manager, four part time security officers and twenty five part time police officers. The department provides security twenty four hours a day at the Jefferson Campus. During hours that the school is open for business, the Jefferson Campus is staffed by three officers. An additional officer is assigned to the GED program. Our department also provides an additional officer Monday – Thursday to the Huntington College classes presented at the Jefferson Campus. Huntington reimburses the college for this expense. Additionally, one officer is assigned to both the Pell City and Clanton campus from 7:00 am – 10:00 pm. Further, security is provided at the Shelby Campus Monday –Thursday from 7:00 am – 10:00 pm, Friday from 7:00 am – 6:00 pm and Saturdays from 7:00 am to 5:00 pm. Three officers are assigned to the Shelby campus on day shift and two officers are assigned on evening shift. An additional officer is assigned to the Japanese Association’s events on Saturdays from 8:00 -4:00.

The campus community enjoys a relatively low crime rate. The crime that is reported to the campus community has been significantly reduced during the first six months of the 2015 calendar year. During the last eight years, the campus community reported an average of 16.8 thefts from January – June. In 2015 there was only one reported theft during the same time period. Further, there were no acts of violence reported during that same time period. This is of significant importance since the national news syndicates are reporting a drastic increase in both violent crimes and property crimes.

Internal Conditions:

1. Technology

- a. All incident, offence, and arrest reports are completed, stored and submitted to the state with the ULTRA report management system. All officers can view not only reports from our agency, but reports from other participating agencies across the state.
- b. Video surveillance has been installed in every academic building. Cameras are installed in over 90% of the classrooms. The cameras can be viewed remotely from computers mounted in the patrol vehicles.
- c. The Police Department's two-way communication system links dispatch to officers assigned at the Jefferson Campus, Shelby Campus, Clanton Campus and Pell City Campus thru a voice over IP system. The department is currently deploying a new system with capabilities for car to car communication with assisting first responders.
- d. An Emergency Operation Center (EOC) has been established at the Police Department at the Jefferson Campus. The center is equipped with a generator, two forms of cellular, land line telephone communication and one two-way communication system capable of contacting the Jefferson County Emergency Management Agency. Further, the center is equipped with four large monitors to view the surveillance system deployed at each campus and site.
- e. The department deploys the Alertus e2Campus emergency notification system. This system provides text messages in time of emergency via e-mail, twitter, face book, Alertus beacons, and a screen override system for computers logged into the schools network.
- f. Each of the marked patrol vehicles at the Jefferson Campus is equipped with portable computers for submitting incident, offense, and arrest reports. Additionally, the computers have access to National Criminal Information Center. The computers also have the capability of monitoring any of the surveillance cameras at any of the campuses.
- g. The Police Department offices at all campuses are issuing photo identification cards to all of the faculty, staff, and students.
- h. Officers assigned to the Jefferson Campus utilize a Wi- Max repeater to provide internet access to the officers while patrolling the campus. This allows officers to have access to surveillance cameras, National Crime Information Center (NCIC

data bases), and our online incident reporting system. This system is currently inoperable.

- i. The Police Department provides photo identification cards for all members of the campus community. The computers utilized for this process were donated. Three of the computers need to be replaced. Software to support two of the three computers will also need to be replaced since the license key has been lost.
- j. Police dispatch maintains documentation of calls for service with an automated computer aided dispatch system. A new computer was purchased during 2015 for this purpose.

2. **Budget**

- A. 2014 Expenditures: \$1,047,658.61
- B. 2015 Expenditures: (Annualized) \$1,050,692
- C. Revenue From Training: \$9,500
(Revenue from Huntington and the Japanese Association are not included)

3. **Staffing**

- A. Current Staffing Level
 - 1. Director -1
 - 1. Fulltime Police Officers - 8
 - 2. Part Time Police Officers - 25
 - 3. Fulltime Security Officers - 1
 - 4. Part Time Security Officers - 4
 - 5. Fulltime Office Manager / Dispatcher - 1
(Staffing included Jefferson, Shelby, Pell City, and Clanton)
- B. Contract officers are used as needed at the Pell City, Shelby and Clanton Campuses.

4. **Resources**

A. Personnel

- 1. Personnel are the greatest resource of any department. Personnel development and growth is the priority of all operational plans.

2. All officers have completed annual continuing education requirements specified by the Alabama Peace Officers Minimum Standards and Training Commission.
3. The Alabama Peace Officers Standards and Training Commission has established a minimum score of 70 on the standardized firearms qualification course. During the last year, our department has raised the minimum qualification score on this course to 86. The average score of in the department is now 94.
4. All officers have completed training and recertification with less lethal force options.
5. All officers have completed crisis intervention training to deescalate confrontations verbally.

B. Information / Technology

1. The second most important resource of the department is information and technology. Access to National Criminal Justice Information Center has provided officers with access to information related to drivers' licenses, tag registrations, wanted persons and stolen property listings. Additionally, the department uses the ULTRA record management system provided by the State of Alabama to manage criminal offense records. This allows officers to view and or submit reports electronically at any of the campuses. This system also provides officers with access to reports made by other law enforcement agencies in the State of Alabama.
2. The use of the video surveillance system and mobile computer capabilities incorporated with intelligence lead policing strategies has been responsible for the significant reduction in reported crime.
3. Our department maintains an ID card system at each of the campuses. Each system requires a dedicated personal computer. We are currently using computers that were seized as a result of a criminal investigation by another agency and donated to the department. The computers are rapidly reaching the end of their useable life. The computer used at the Jefferson campus recently crashed. We are currently using a portable computer that has been removed from one of the patrol vehicles. Further, our IT staff has recommended that we replace the computer at

the Clanton Campus and Pell City site. When the computers are replaced at Clanton and Pell City Campuses, we will need to purchase new licensees for the Zebra Print software that operates our identification system.

4. Our department utilizes three of the aforementioned computers in the emergency operation center to monitor the surveillance cameras at the various campuses. These computers are operational and show no immediate signs potential problems. Our department is using one computer that operates under the Windows XP operation system to monitor the surveillance system. Our IT staff has recommended that we replace this computer.
5. Our agency is a participating member in the Regional Organized Crime Information Center. This membership allows our department to share information about current investigations with other departments. It also provides information related to pawn shops transactions and scrap metal sales. This information is useful in recovering stolen property.
6. Officers at the Jefferson Campus have access to NCIC, ULTRA and video from the surveillance system while patrolling in departmental vehicles. Internet access is provided to the in car computers by a wireless Wi-Max system. This system is currently inoperable and is in the process of being repaired. In order to increase the strength of the signal, the antenna high needs to be increased.
7. Records related to request for calls for service and shift staffing are maintained by a computer aided dispatch system.

5. **Enrollment**

The Department of Safety and Security serves the entire college community at all campuses and sites.

A. Spring 2014 – 2015 Enrollment

1. Credit:
2. Non-Credit:

B. Summer 2014 – 2015 Enrollment

1. Credit:
2. Non-Credit:

C. Fall 2014 - 2015 Enrollment

1. Credit: 8,231
2. Non-Credit: 1,863

6. Facilities

- a. The department has a building located at the Jefferson Campus where the majority of logistical and command and control functions are coordinated.
- b. The department has an office at the Shelby Campus.
- c. The department has an office at the Pell City Site.
- d. The department has an office at the Clanton Site.
- e. An Emergency Operation Center (EOC) has been established at the Police Department at the Jefferson Campus. The center is equipped with a generator, three forms of cellular / land line telephone communication and one two-way communication system capable of contacting the Jefferson County Emergency Management Agency. Further, the center is equipped with four large monitors to view the surveillance system deployed at each campus and site.

7. Equipment

a. Radios

1. Fulltime officers are issued portable two-way radios.
2. Part time officers use two-way radios that are shared.
3. All vehicles have two-way radios.
4. Officers assigned to the Jefferson Campus, Shelby Campus and Pell City Site can communicate with dispatch via the two-way radio system.

b. Vehicles

1. The 2005 Ford Crown Victoria is in fair condition. It has had extensive engine and transmission repair. Additionally, it has extremely high mileage. This vehicle is currently assigned to the Shelby Campus.

2. The 2007 Ford Crown Victoria is in good condition; however, it does have high mileage. This vehicle is assigned to the Shelby Campus.
3. The 1998 Ford Excursion has high mileage and is in a constant state of disrepair. The vehicle was seized as a result of a drug investigation and then donated to the college by the Morris Police Department. This vehicle is assigned to the Jefferson Campus.
4. The 2007 Chevrolet Impala is in good condition. It is an unmarked vehicle that is not a police package. It is equipped with emergency lights but does not have a shield for transporting prisoners.
5. The second 2008 Chevrolet Impala is in good condition. The director uses this vehicle. Additionally, the vehicle is used for traveling between campuses and sites.
6. A 2014 Ford Interceptor was purchased in 2014 and is good working condition. It is currently being used at the Jefferson Campus.
7. The City of Gardendale donated two 2004 Chevrolet impalas to the department. Both vehicles have over 100,000 miles. One vehicle is being used by parking enforcement. The other vehicle is being used for general patrol. Both vehicles are in fair condition.

d. Investigative Equipment

1. Each campus and site has basic equipment for collecting and processing criminal evidence.
2. The department has one SLR digital camera at the Jefferson Campus. The digital SLR camera assigned to the Shelby campus was damaged when it was loaned to the student ambassadors. Unfortunately the cost of the repairs to the camera is equal to purchasing a new camera.
3. The Jefferson Campus has a laboratory for advanced evidence processing.
4. Each location has a minimum of one officer trained and equipped in crime scene investigation.

e. Video Surveillance System

1. Security cameras have been installed in all academic buildings.

2. 90% of all classrooms have security cameras.
3. Our department utilizes 34 dvr's to support the video surveillance system. The majority of the dvr's are six years old. The typical life span of a dvr is twelve to fifteen years. Hard drives in the dvr's typically last five years. We anticipate having to replace twelve hard drives this year.

f. **Emergency Telephones**

1. Emergency telephones have been installed in the parking lots and on the walking track at the Shelby Campus. They are in good operation order.
2. One emergency phone has been installed outside of the Center for Performing Arts at the Clanton Campus. It is in good working order.

External Conditions

1. All law enforcement agencies in the State of Alabama are required to submit their part one incident offense reports electronically as of 2010.
2. National professional trends call for campus law enforcement agencies to become more effective in criminal investigations and response to emergency situations in order to effectively secure the campus community.
3. Alabama Peace Officer Minimum Standards and Training Commission require each officer to attend twelve hours of continuing education training annually. Our officers average twenty-four hours of CEU annually.
5. Alabama Peace Officer Minimum Standards and Training Commission require the Chief Executive of the department to attend twenty hours of executive level training.
6. Alabama Peace Officers Minimum Standards and Training Commission requires all sworn officers to attend a sixteen hour active shooter course.
7. The United State Department of Education has established a requirement for colleges to provide information about sexual assaults, sexual harassment, and Clery Act requirements to the campus community.

External Conditions (such as state funding, accrediting agencies, advisory committees, two-year college system policy changes):

2013-2014 Accomplishments:

1. The department purchased a new patrol vehicle to replace one of the vehicles that were rendered inoperable.
2. Inoperable locks were repaired on all buildings at all campuses.
3. Basic evidence collection supplies were purchased and distributed to police offices at all campuses.
4. The video surveillance system was maintained during this period.
5. All officers completed required annual continuing education credits as required by the Alabama Peace Officers Minimum Standards and Training Commission.
6. Sexual Harassment and Rape Prevention classes were taught at each campus.
7. Emergency Operation Plan training was made available to employees and staff at each campus.

2014-2015 Accomplishments:

1. Sexual Assault and sexual harassment training was provided to college faculty and staff and made available to students as required by the U S Department of Education.
2. A new computer was purchased for dispatch.
3. A new computer was purchased for the director of campus safety.
4. A digital SLR camera was purchased to document criminal evidence.
5. The video surveillance system was maintained during this period.
6. All officers completed required annual continuing education credits as required by the Alabama Peace Officers Minimum Standards and Training Commission.
7. A video surveillance system was installed and deployed in Carson Hall.
8. Property crime has been reduced 40% from 2013 - 2014.
9. There were zero reports of violence or sex related crimes.
10. Sexual Harassment and Rape Prevention classes were taught at each campus.
11. Emergency Operation Plan training was made available to employees and staff at each campus.

Considerations for Development of Unit Strategic Plans:

1. What can be done to improve the operation of the unit?
2. What are the desired Student Learning Outcomes/Program Learning Outcomes/Service Unit Outcomes for each unit?
3. What equipment/resources are needed to accomplish the unit's goals and objectives?
4. Are there any goals or objectives that were not completed from previous years that should be included in the new plan?
5. Can the performance of the unit be addressed by professional development?

Unit Goals (plans for the unit for the next two years):

- 1. Objectives – the activities through which the goal will be achieved. Each Unit Goal should have at least one objective.**
- 2. Method of Assessment – how the unit will determine if the objective has been met.**
- 3. Additional Funding Requests – provide an estimate of the cost of achieving the objective. Also, include a description of how these funds will be used to accomplish the objective.**

Unit Goals for 2016 - 2017

- 1. Enhance continuity of operation during hours that the Director of Campus Safety is not working.**

Objective 1A: Hire a police lieutenant

Method of Assessment: Evaluation of effectiveness and efficiency of departmental during hours of operation that the Director of Campus Safety is not working.

Additional Funding: \$50,000

- 2. To enhance the ability of the department to effectively respond to calls for service and patrol the campus.**

Objective 2A: Purchase a new patrol vehicle

Method of Assessment: Evaluation of the officers' ability to respond to calls for service and patrol the campus.

Additional Funding Request: \$30,000 new or \$15,000 used

Note: This vehicle should be a four wheel drive vehicle to replace the 1998 Ford Excursion. Four wheel drive capabilities are requested due to events such as the winter storms experienced in 2014 and 2015.

3. To maintain the surveillance system to promote the safety and security of the campus community.

Objective 3A: Purchase ten hard drives for dvrs.

Method of Assessment: Evaluation of the ability of the surveillance system to record video captured by surveillance cameras.

Additional Funding Request: \$2,000

Objective 3B: Purchase fifteen dome cameras

Method of Assessment: Evaluation of the surveillance system to monitor critical areas throughout the campus.

Additional Funding Request: \$3,000

Note: We currently have twelve cameras that are inoperable.

4. To maintain the ability to produce photo identifications for the campus community.

Objective 4A: Purchase three new computers to operate the photo identification system at Jefferson, Pell City and Clanton Campus. The computer at the Jefferson Campus is nonoperational. A lap top from a vehicle is being used to have reached the end of their useable life.

Method of Assessment: Evaluation of the ability to produce photo identifications for the campus community.

Additional Funding Request: \$3,000

Objective 4B: Purchase Zebra Print Pro Software to operate the photo identification system at Pell City and Clanton. (The license number for the software has been lost; therefore, the software cannot be installed on the new computers.

Method of Assessment: Evaluation of the ability to produce photo identifications for the campus community.

Additional Funding Request: \$2,500

Unit Goals for 2017-2018

1. To maintain the surveillance system to promote the safety and security of the campus community.

Objective 1A: Purchase ten hard drives for dvr's.

Method of Assessment: Evaluation of the ability of the surveillance system to record video captured by surveillance cameras.

Additional Funding Request: \$2,000

Objective 1B: Purchase ten dome cameras

Method of Assessment: Evaluation of the surveillance system to monitor critical areas throughout the campus.

Additional Funding Request: \$2,000

2. To maintain the ability to produce photo identifications for the campus community.

Objective 2A: Purchase a new computer to operate the photo identification system at the Shelby Campus.

Method of Assessment: Evaluation of the ability to produce photo identifications for the campus community.

Additional Funding Request: \$3,000

3. Increase the efficiency of the department while viewing surveillance cameras.

Objective 3A: Purchase software to allow viewing of both analog and digital surveillance systems simultaneously.

Method of Assessment: Evaluation of the ability to view surveillance cameras quickly and efficiently.

Additional Funding: \$2,500