**Unit Strategic Plan**

**2017 - 2019**

**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, nine 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 also utilizes contract officers from the Shelby County Sheriffs’ Department and Clanton Police Department to supplement the department when needed. 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 sworn police officers. An additional officer is assigned to the GED program four days per week at the Jefferson Campus. Our department also provides an additional officer Monday – Thursday to the Huntington College classes scheduled 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. This is a notable issue since the crime rate in Jefferson, Shelby, Chilton and St. Clair Counties have risen during the past three years. In August of 2016 a forcible sodomy offence occurred on the Jefferson Campus. Neither the victim or the offender were related to Jefferson State. The case is still open pending DNA evidence being processed by the Alabama Department of Forensic Science. Additionally, in 2016 a suicide by firearm occurred on the Jefferson Campus. The victim in this case was not related to the college. Theft cases on all campus have continued to decline. In 2008 forty-eight theft cases were reported. In 2014 reported theft cases declined to twenty-eight. In 2015 reported theft cases decreased to nine. In 2016 reported theft cases further decreased to seven. Additionally, during the past two years, offenders in theft cases have been identified, prosecuted, or the stole items recovered in over 80 % of reported incidents. This increase in effectiveness can be contributed to the deployment of security cameras in all of the academic buildings. In 2016 there was an increase in drug arrest at the Jefferson Campus. Between 2009 and 2015 the average amount of drug arrest at all four campuses were two per year. In 2016 four drug arrests were made. No additional major violent crimes were reported in 2015 or 2016. A reduction in the crime rate is to be contributed to the increase in field interviews conducted by patrol officers. During these interviews patrol officers increased the amount of arrest for warrants from other agencies from seven and eight in 2012 and 2013 respectively to twelve in both 2015 and 2016. By making arrest on warrants from other agencies, we intervein in the operational tempo of offenders on our campuses.

**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.

 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 communication, 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. This system will need software updates to continue to be effective.

 f. Each of the marked patrol vehicles at the Jefferson Campus are 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 faculty, staff, and students.

 h. The Police Department provides photo identification cards for all members of the campus community. The IT Department has updated the software and the hardware to maintain this system.

 i. Police dispatch maintains documentation of calls for service with an automated computer aided dispatch system.

 j. Currently the Campus Police can communicate directly with Pell City PD, and Shelby County SO with our existing radio system. In 2018 both agencies will be replacing their existing systems with an 800 mhz system leaving us without the ability to communicate with them.

2. **Budget**

 A. 2015 Expenditures: $1,019,877.66

 B. 2016 Expenditures: $1,105,668.17

3. **Staffing**

A. Current Staffing Level

 1. Director -1

 1. Fulltime Police Officers - 9

 2. Part Time Police Officers - 25

 3. Fulltime Security Officers - 1

 4. Part Time Security Officers - 4

 5. Fulltime Office Manager / Dispatcher - 1

 6. Part Time 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 92.

 4. All officers are equipped with and 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. 4. 4. Our department utilizes three computers in the emergency operation center to monitor the surveillance cameras at the various campuses.

 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.

 7. Records related to request for calls for service and shift staffing are maintained by a computer aided dispatch system.

 8. Our department uses three computers to monitor the security cameras in the Campus Police Office located at in the General Studies Building. The computers were donated to the department seven years ago. Each computer is over ten years old. The computers are still operable but are reaching the end of their expected operational life.

 9. The Campus Police provides identifications to all faculty, staff and students.

5. **Enrollment**

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

 **A. Fall 2017 Enrollment**

1. Credit: 8,943

 2. Non-Credit: 2,411

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, Clanton Campus and Pell City Campus can communicate with dispatch via the two-way radio system.

 5. Currently the Campus Police can communicate directly with Pell City PD, and Shelby County SO with our existing radio system. In 2018 both agencies will be replacing their existing systems with an 800 mhz system leaving us without the ability to communicate with them.

 **b. Vehicles**

 1. The department utilizes the following vehicles for patrol and response to calls for service:

 a. 2016 Ford Explorer mileage 10687 (Jefferson)

 b. 2014 Ford Interceptor mileage 14598 (Jefferson)

 c. 2008 Ford Crown Victoria mileage 150332 (Jefferson)

 d. 2008 Chevy Impala mileage 99038 (Security)

 e. 2007 Chevy Impala mileage 117934 (Chief’s Car)

 f. 2007 Ford Crown Victoria mileage 121945 (GED Jefferson)

 g. 2007 Ford Crown Victoria mileage 138012 (Shelby)

 h. 2007 Ford Crown Victoria mileage 167341 (Shelby)

 i. 2002 Chevy Impala mileage 109192 (Parking)

 c**. 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.

 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.

 d. **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 42 dvrs to support the video surveillance system. The majority of the DVR are eight years old. The typical life span of a DVR is twelve to fifteen years. Hard drives in the DVRs typically last five years. We anticipate having to replace twelve hard drives this year.

 e. **Emergency Telephones**

 1. Emergency telephones have been installed in the parking lots and on the walking track at the Shelby Campus. They are currently being upgraded to 4G by the IT Department.

 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. APOST has established a 240 hour Certified Executive Educational Program for chief administrators of each agency. A deadline for completion of this program has not been established.

6. Alabama Peace Officers Minimum Standards and Training Commission requires all sworn officers to attend a sixteen-hour active shooter course. All officers have completed this training.

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. Classroom and online presentations are available and faculty and staff. Participation by faculty and staff is mandated. Over six hundred students attended presentations during the past year.

8. Emergency Operation Plans were updated and submitted to the Two-Year College System for review.

9. The area around the Jefferson Campus is experiencing an increase in violent crime. This is most evident during night time hours.

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

**2015-2016 Accomplishments:**

**1.** A Police Lieutenant was hired to increase the efficiency of the department.

2. A 2016 Ford SUV was purchased and assigned to the Jefferson Campus.

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. Additional cameras were deployed to monitor the area between the Fitzgerald Student Center and Allen Library.

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.

8. The Jeff Care Early Warning and Intervention System was deployed. One students was identified with suicidal intentions and was referred to mental health resources. Two additional students were referred to mental health resources.

9. All sworn personnel completed an advanced first aid / gunshot trauma course. Gunshot trauma kits have been distributed to all campuses.

10. Chemical inventories were completed at each site. Hazardous Material Data Sheets and inventories have been distributed to all fire departments. Copies of HMDS, inventories and floorplans have been placed in each building with a lab.

**2016-2017 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. Three marked and fully equipped patrol cars were donated to the department by the Gardendale Police Department. Two cars were deployed at the Shelby Campus.

3. A full-time officer was hired and assigned to the Pell City Campus.

4. The Police Department office located at the Jefferson Campus was painted and new tile installed. Plumbing and heating and air issues were repaired. Windows were replaced due to water damage.

5. The Jeff Care Early Warning and Intervention System was maintained. One student was identified that was cutting himself and made comments concerning self-harm. The student is now attending counseling. A second student was identified that was living in extreme poverty and did not have sufficient food to feed her family. Members of the campus community donated sufficient food for the student to feed her family for at least two months. The student was also assisted with applying for assistance with the SNAP program and assisted with obtaining part time employment. The student completed the nursing program in August of 2017.

6. All officers completed required annual continuing education credits as required by the Alabama Peace Officers Minimum Standards and Training Commission.

7. Sexual Harassment and Rape Prevention and Response classes was attended by over 600 students.

8. Seven officers completed a critical stress debriefing class to provide the campus community with a mental health resource during the recovery stage of a critical incident.

9. Sexual harassment, SAVE Act, and discrimination training was completed by all faculty and staff.

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 2017 - 2018**

**1. To enhance the ability of the department to effectively respond to calls for service and proactively address potential problems on the college campus.**

 **Objective 1A:** To purchase a lap top computer and mounting station for the 2016 Ford SUV.

 **Method of Assessment:** Evaluation of the officer deployed in the 2016 Ford SUV to access information through NCIC, submit reports through ULTRA, and view security cameras.

 **Additional Funding:** $2,500

**2. To enhance the ability of the department to effectively secure the Jefferson Campus during night time hours.**

 **Objective 2A:** Hire an additional full-time security officer to supplement the full-time security officer currently deployed.

 **Method of Assessment:** Evaluation of the number of security officers deployed during night time hours.

 **Additional Funding Request**: $27,000

**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 ten dome cameras

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

 **Additional Funding Request:** $1,500

**4. To enhance the ability of the Department to work more efficiently and effectively with first responders during a critical incident by providing shared access to floorplans and security cameras. To allow access to both analog and digital DVR’s from multiple brands with a single software system.**

 **Objective 4A:** Purchase the Virtual Alabama

 **Method of Assessment:** Evaluations of the ability of thefirst responders **t**o effectively obtain floorplans, critical information about infrastructure and view security cameras

 **Additional Funding Request:** $10,000

5. **To enhance the ability of dispatch to disseminate information and document actions of officers in the field.**

 **Objective 5:** Purchase a two-channel recording system for the radio system and the incoming phone line to dispatch.

 **Method of Assessment:** Evaluation of the Campus Police Dispatch to document and disseminate emergency information to and from officers in the field.

 **Additional Funding Request: $3,000**

**6. To enhance the ability of dispatch to disseminate information to the campus community during an emergency.**

 **Objective 6:** Purchase software updates for the Alertus emergency notification system.

 **Method of Assessment:** Evaluation of the Campus Police Dispatch to disseminate emergency communication with the campus community.

 **Additional Funding Request: $3,000**

**7. To enhance the ability of the Campus Police Department to secure the Health Science Building and General Studies Building at the Shelby Campus.**

 **Objective 7a.** Repair the intrusion alarm in the Health Science Building. The alarm system is connected to the fire alarm and cannot be serviced by Campus Police due to code issues.

 **Method of Assessment:** Evaluation of the ability of the intrusion alarm at the Health Science Building to notify Campus Police of an intrusion.

 **Additional Funding Request: $3,000**

 **Objective 7b.** Repair the intrusion alarm in the General Studies Building. The alarm system is connected to the fire alarm and cannot be serviced by Campus Police due to code issues.

 **Method of Assessment:** Evaluation of the ability of the intrusion alarm at the General Studies Building to notify Campus Police of an intrusion.

 **Additional Funding Request: $3,000**

**Unit Goals for 2018-2019**

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

 **Objective 1A:** 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 1B:** Purchase ten dome cameras

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

 **Additional Funding Request:** $1,500

**2. To provide the Campus Police with the ability to monitor surveillance cameras at the Shelby Campus.**

 **Objective 2A:** Purchase a new computer and monitor that can be mounted on the wall at the Shelby Campus Police Office.

 **Method of Assessment:** Evaluation of the ability of the officers to view the security cameras from the Campus Police Office in the General Studies Building.

 **Additional Funding Request:** $3,000

**3. To provide the Campus Police with the ability to communicate directly with the Pell City Police Department via two-way radio.**

 **Objective 3A:** Purchase a cradle and an 800 mhz radio to allow communication with Pell City PD with our current operating system.

 **Method of Assessment:** Evaluation of the ability of the Campus Police to communicate with the Pell City Police Department

 **Additional Funding Request:** $2,200

**4. To provide the Campus Police with the ability to communicate directly with the Shelby County Sheriff’s Office via two-way radio.**

 **Objective 3A:** Purchase a cradle and an 800 mhz radio to allow communication with Shelby County So with our current operating system.

 **Method of Assessment:** Evaluation of the ability of the Campus Police to communicate with the Shelby County Sheriffs’ Office.

 **Additional Funding Request:** $2,200