**Unit Strategic Plan**

**2020-2021**

**Name of Program/Department:** Campus Safety and Security

**Mission Statement:**

Through collaborative efforts and partnerships, the Jefferson State Campus Police Department strives to 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 exist between the college and the campus community, as well as the community at large. In partnership with the Faculty, Staff, Student Body, and surrounding Community, we endeavor to operate a Police Department that focuses on respectfully preventing crime while demonstrating that everyone matters.

**Summary of Access, Productivity, and Effectiveness:**

 The Department of Safety and Security is staffed by ten (10) full-time and nine (9) part-time Alabama Peace Officer Standards and Training Commission-certified law enforcement officers, including the Police Chief and the Lieutenant. Further, the department has two (2) full-time and two (2) part-time, armed and trained, security officers. The department provides security for the Jefferson Campus twenty-four hours a day, seven days a week. Additionally, the department provides security for the other three campuses and sites during all operational hours.

Our campus operates an Investigative Support Unit that provides intelligence for threat assessment activities for all colleges within the Alabama Community College System. The Investigative Unit is staffed by three (3) part-time Alabama Peace Officer Standards and Training Commission certified law enforcement officers and two (2) part-time analysts. The cost of operating this unit is reimbursed by the ACCS.

The campus community enjoys a relatively low crime rate. There were no violent crimes reported to the Campus Police during the 2018-2021 years. During this time, 2018-2021, there were only five (5) total thefts reported to Campus Police across all four campuses, non-campus buildings, and public properties utilized by the Jefferson State Community College. The most common crime reported was Thefts five (5) total, three (3) in 2019 and two (2) in 2021, one of which was a non-campus theft, and Domestic Violence, five (5). Two (2) in 2020 and three (3) in 2021. All of these were reports and not actual cases of DV occurring on campus. Considering the major increase in crime in the Jefferson County/Metro Birmingham area, our crime statistics are extremely minute.

The intelligence lead policing strategy utilizes a combination of intelligence sources to direct our patrols to intervene in criminal activity before it occurs or immediately after. The most significant part of our strategy is the use of a video surveillance system. Currently, almost 90% of all classrooms have video cameras. All academic buildings have video cameras in the hallways and entrances and exits. The system allows officers to monitor the cameras not only from the Police Department but from their patrol vehicles in real-time. This allows officers to direct their patrols more efficiently and effectively.

The officers also have access to a variety of sources of intelligence from their vehicles such as the national crime information center and the ULTRA database which is a depository of arrest, incident, and offense reports from agencies across the state. These databases allow the officer to perform investigative techniques in a matter of minutes that previously took days.

The capability of the department has also continued to change significantly during the past three years. The Jefferson State Community College Police Department has been able to hire officers retiring from larger agencies in the Birmingham Metro Area. These officers are subject matter experts in a variety of law enforcement areas such as investigations, crime scene investigations, crisis negotiation, and tactical operations. Many of our officers provide training to local, state, and federal law enforcement officers from across the state.

**Internal Conditions:**

**1. Technology**

 a. All incident, offense, and arrest reports are completed, stored, and submitted to the state with the E-Crimes report management system. All officers can view reports from our agency and 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 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 through a voice-over IP system. The department is currently deploying a new system with capabilities for car-to-car communication 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 times of emergency via e-mail, Twitter, Facebook, Alertus beacons, and a screen override system for computers logged into the school’s network.

 f. Each of the marked patrol vehicles at the Jefferson Campus is equipped with portable computers for submitting an 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. 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 databases), and our online incident reporting system. This system is currently inoperable.

 i. Police dispatch maintains documentation of calls for service with an automated computer-aided dispatch system. A new computer was purchased in 2015 for this purpose.

2. **Budget**

 A. **2020 – 2021 Departmental Budget**

1. Total Expense - $1,391,374

3. **Staffing**

A. **Staffing Level 2020 - 2021**

1.Fulltime Police Officers - 10

2. Part-Time Police Officers - 9

3. Fulltime Security Officers - 2

4. Part-Time Security Officers - 2

5. Fulltime Office Manager / Dispatcher - 1

6. Part-Time Dispatcher - 2

7. Part-Time Investigations Unit Police Officers - 3

8. Part-Time Non-Sworn Investigations Unit Officers - 2

 (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 are 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 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 on how to handle de-escalations and confrontations verbally.

 **B. Information / Technology**

1. The second most important resource of the department is information and technology. Access to the National Criminal Justice Information Center has provided officers with access to information related to driver’s licenses, tag registrations, wanted persons, and stolen property listings. Additionally, the department uses the E-Crimes 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. New Zebra ID printers have been ordered and we are currently awaiting their arrival.

 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 of potential problems.

 5. Our agency is a participating member of 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 shop transactions and scrap metal sales. This information is useful in recovering stolen property.

6. Officers at the Jefferson Campus have access to NCIC, E-Crimes, E-Crash, 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. To increase the strength of the signal, the antenna high needs to be increased.

5. **Enrollment**

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

**A. Fall 2020 - 2021 Enrollment**

1. Credit: 12,286

 2. Non-Credit: 1,154

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, and landline 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**

1. **Radios**
2. All Full-time and Part-time Police and Security officers are issued portable two-way radios.
3. All marked and unmarked vehicles have two-way radios.
4. Personnel at all campuses and non-campus locations can communicate with dispatch via the two-way radio system.
5. **Vehicles**

1. 2007 Ford Crown Victoria has high miles and has had extensive engine and transmission repair. This vehicle is currently assigned to the Pell City Campus.

2. 2007 Ford Crown Victoria has high miles and has had extensive engine and transmission repair. This vehicle is currently assigned to the Jefferson Campus.

3. 2005 Ford Crown Victoria has high miles and has had extensive engine and transmission repair. This vehicle is currently assigned to the Jefferson Campus.

4. 2014 Ford Taurus 2007 has high miles and has had engine repairs. This vehicle is currently assigned to the Jefferson Campus.

5. 2017 Ford Explorer has high engine hours and had engine repairs. This vehicle is currently assigned to the Jefferson Campus.

6. 2019 Ford F-150 is in good working condition. This vehicle is currently assigned to the Jefferson Campus.

 7. 2007 Chevrolet Impala is in fair condition. It is an unmarked vehicle that is not a police package. It is equipped with emergency lights but does not have a cage for transporting prisoners. It is assigned to the Jefferson Campus.

8. 2008 Chevrolet Impala is in fair condition. It is an unmarked vehicle that is not a police package. It is equipped with emergency lights but does not have a cage for transporting prisoners. It is assigned to the Jefferson Campus.

9. 2016 Ford Explorer Patrol Vehicle is in use at the Jefferson Campus.

10. 2008 Ford Crown Victoria has high miles and has had extensive engine and transmission repair. This vehicle is currently assigned to the Shelby Campus.

11. The 2020 F-150 is in good working condition. This vehicle is currently assigned to the Shelby Campus.

12. 2021 unmarked Ford Explorer is equipped with lights and a siren and is in use at the Jefferson Campus for Supervisors.

13. No vehicles are assigned to the Clanton Campus.

 **C. Investigative Equipment**

1. Every campus and each site has the basic equipment used for collecting and processing criminal evidence.

 2. The department has one SLR digital camera at the Jefferson Campus. Additional SLR cameras need to be purchased for other campuses and sites for more detailed photography services.

3. The Jefferson Campus has a laboratory for advanced evidence processing located in Lurleen Wallace Hall, room 300.

 4. Each location has a minimum of one officer trained and equipped in crime scene investigations.

1. **Video Surveillance System**
2. In 2021 the Jefferson State Community College began upgrading all of the hallway, entryway, classroom, outdoor cameras, and recording systems. The Avigilon System uses a combination of the dome, bullet, and fisheye cameras to scan, record and track events that may occur on campus in real-time.

 2. Security cameras are installed in all academic buildings.

3. 90% of all classrooms have security cameras.

4. 100% of all hallways and entryways have security cameras.

5. Most of the parking lots are covered by outdoor bullet cameras. Parking lot renovations are coming, and more cameras will be added when that occurs.

 **E. Emergency Telephones**

1. Emergency telephones have been installed in the parking lots and on the walking track at the Shelby Campus.

2. Wall-mounted Emergency telephones are installed at the entrance of the JSCC Police Department and outside the entrance of the Performing Arts Center at the Clanton Campus.

3. Additional emergency telephones are needed at the Shelby Campus and emergency telephones are needed at the Jefferson Campus, Pell City Campus, and Clanton Campus.

4. All current emergency phones are outdated 3G connectivity and are currently being updated to 5G connectivity.

**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 emergencies to effectively secure the campus community.

3. Alabama Peace Officer Minimum Standards and Training Commission requires 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 requires 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.

**2020 – 2021 Accomplishments**

A. No major violent crime occurred on any campus or site.

B. Reported theft cases were reduced from three (3) to one (1) from 2019 to 2021.

C. The department was able to close all reported criminal acts from the end of 2019 to 2022 except for three (3). Those three (3) cases are all inactive. Do note that these numbers reflect a reduced number of on-campus students due to Covid-19.

D. The four (4) emergency phones that were installed in the parking lots and on the walking path at the Shelby Campus, along with the two (2) emergency phones located at the entrance of the Police Department and the entrance at the Performing Arts Center located at the Clanton Campus, are being updated from 3G cellular devices to 5G devices.

E. JSCC PD hired Officer Howard from Birmingham OD, who brings a wealth of knowledge as a certified Bomb Threat and Bomb Removal Officer.

F. JSCC PD hired Officer Archie Schnuelle who provides us, along with the entire ACCS, his services by handling all Phycological Evaluations for the hiring process.

G. JSCC PD is utilizing Officer Charlie Headrick who provides us, along with the entire ACCS, his services by handling all Polygraph tests for the hiring process.

H. Two new Ford F-150 police package pickup trucks have been purchased and are being utilized at the Jefferson and Shelby Campuses.

I. New Avigilon camera installation in all buildings on the Jefferson Campus was completed.

**Considerations for the Development of Unit Strategic Plans:**

 **1.** **What can be done to improve the operation of the unit?**

A. Increase the ability of the Police Department to respond to calls for service and effectively patrol the campus community by replacing the old patrol vehicles with newer ones. JSPD is currently looking for grants to assist us in upgrading our patrol fleet or to help change our patrol fleet to electric vehicles.

 B. To maintain and increase the ability of the sworn officers to conduct complete and courtroom-worthy criminal investigations.

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

 D. JSCC needs to update the locking mechanisms on several doors at the Jefferson Campus. Several doors still do not meet standards established by federal and state codes.

E. New chairs are needed for the conference table at the Police Department located at the Jefferson Campus. Most of the chairs are broken and have become dangerous to sit in. This makes planning, training, and operational meetings difficult.

 F. To increase the efficiency of dispatch and increase the safety of the individual officers by full utilization of a computer-assisted dispatch

 system.

 G. Increase the ability of the campus community to summon assistance while inside and outside of academic buildings.

H. Increase the ability of the Campus Police Department to alert all Faculty, Staff, and the Student Body with information that could potentially save lives.

**2.** **What are the desired Service Unit Outcomes for the unit?**

 A. To increase the safety of the campus community and reduce the potential for criminal activity through effective police patrol.

 B. To create a safe environment for the campus community to thrive. To continue to keep all reported criminal activity at a minimum and successfully investigate criminal actions when they do occur.

 C. To maintain the current abilities of our new surveillance system.

 D. To have the locking mechanisms on the doors that do not comply with the standards that do not comply with federal and state codes updated.

 E. To make meetings at the Police Department located at the Jefferson Campus more effective by replacing old and broken chairs.

 F. To reduce response time to calls for service and to increase the efficiency of the responding officers. Further, this system will allow for GPS monitoring of all radios and the utilization of emergency features built into each of the radios.

 G. Increase the ability of the campus community to summon emergency assistance.

H. The Director of Campus Safety needs to be able to view criminal databases, approve reports and make presentations to academic and continuing education classes.

**3. What equipment/resources are needed to accomplish the unit’s goals and objectives?**

A. Replace the older vehicles located at the Jefferson and Pell City Campuses.

 B. Basic supplies for the collection and processing of crime scenes need to be purchased. One digital SLR camera needs to be purchased for use in documenting crime scenes and criminal evidence at the Shelby Campus.

 D. Several of the doors at the Jefferson Campus are in a state of disrepair and must be chained. The locking mechanisms need to be replaced to meet code requirements.

 E. Our department needs to purchase six chairs for the conference table to replace the current broken and worn out chairs.

 F. Purchasing a new computer and software to support our dispatch services. This will increase officer safety and make our response to calls for service more efficient.

G. The purchase of IP telephones and related mounting equipment, and the mounting of those phones specifically for emergency use only, would increase the ability of the campus community to summon emergency assistance. This would place an IP telephone on every floor of every academic building.

H. The purchase of more Alertus beacons for placement on every floor and hallway in every building on each campus and off-site buildings.

I. The purchase and mounting of digital signage, with cable override, in the hallways would assist in the campus community when Alertus alerts are active. This could keep the campus community from entering a danger zone to read the Alertus beacon.

J. The purchase and mounting of rolling LED marque signage outside of all building entryways would keep that outside, who do not get emergency texts or alerts via their smartphone, from entering a building in which an emergency is occurring.

K. The purchase and implementation of Alertus WI-FI alert buttons would assist in the notification of the Police Department when an emergency occurs.

L. Purchase a recording system for incoming phone lines and two-way communications.

**4. Are there any goals or objectives that were not completed from the previous year that should be included in the new plan?**

**--YES--**

 1. Repairing door locks in buildings at the Jefferson Campus.

2. Purchase a recording system for incoming phone lines and two-way communications.

3. Upgrade to a computer-aided dispatch system (CAD).

**Unit Goals 2020-2021**

**A. To enhance the ability of the department to effectively respond to calls for service and patrol the campus community by replacing older vehicles on the Jefferson and Pell City Campuses.**

**Objective:**  Replace patrol vehicles for assignment at the

 Jefferson and Pell City Campuses and add a patrol vehicle to the Clanton Campus.

**Method of Assessment**: The purchase of vehicles increases the feeling of safety in the campus community through the increased visibility of the Police Department.

**Additional Funding Request:** Current state bid price to purchase and equip new vehicles. Look for governmental grants to add electric vehicles to the Police Department fleet.

**B.** **To maintain and increase the ability of the sworn officers to conduct complete criminal investigations.**

**Objective: 1**  Purchase of basic evidence collection and processing supplies.

**Method of Assessment**: The ability of the Campus Police to effectively collect and process physical evidence.

**Additional Funding Request:** $500

**Objective: 2**  Purchase of a digital SLR camera.

**Method of Assessment**: The ability of the Campus Police to document crime scenes at the Shelby Campus.

**Additional Funding Request:** $1000

**C.** **To maintain, and add to, the surveillance system to promote the safety and security of the campus community.**

**Objective:** Increase the number of cameras across every campus and non-campus site, indoors and out.

**Method of Assessment**: Negotiate with Avigilon.

**Additional Funding Request:** Current state bid price.

**D.** **To enhance the safety of the campus community by ensuring that the buildings comply with state and local codes.**

**Objective: 1** Repair locking mechanisms on two doors in the George Layton Building on the bottom floor.

**Method of Assessment:** Number of doors repaired at the George Latham Building.

**Additional Funding Request:** Unk.

**Objective: 2** Repair locking mechanisms on one door in Lurleen Wallace Hall.

**Method of Assessment:** Number of doors repaired at Lurleen Wallace Hall.

**Additional Funding Request:** Unk.

**Objective: 3** Repair locking mechanisms on doors in Harold Martin Building.

**Method of Assessment:** Number of doors repaired at the Harold Martin Building.

**Additional Funding Request:** Unk.

**Objective: 4**  Repair locking mechanisms on doors in Bethune Deramus Hall

**Method of Assessment:** Doors repaired in Bethune Deramus Hall

**Additional Funding Request:** Unk.

**E.** **New chairs are needed for the conference table at the Police Department located at the Jefferson Campus. Most of the chairs are broken and have become dangerous to sit in. This makes planning, training, and operational meetings difficult.**

**Objective:**  Replace broken chairs at a conference table at Police Department located at the Jefferson Campus

**Method of Assessment:** Number of chairs replaced

**Additional Funding Requested:** $600

**F. To increase the efficiency of dispatch and increase the safety of the individual officers by full utilization of a computer-assisted dispatch**

 **system.**

**Objective:** Purchase of software to assist dispatch in locating officers via G.P.S. activation of emergency functions of new radios, and documentation of dispatch records related to request for service.

**Method of Assessment:** Amount of increased efficiency of dispatch and increased officer safety.

**Additional Funding Request**: $5000

**G. Increase the ability of the campus community to summon assistance while in academic buildings.**

**Objective:** Purchase and install twenty-six IP telephones on each floor of every academic building to increase the ability of the campus community to summon emergency assistance.

**Method of Assessment:** The increase in efficiency of the campus community to summon assistance during an emergency.

**Additional Funding Requested:** $8500