Mission/Purpose
The University of West Alabama Police Department strives to provide a safe and secure learning environment to the campus community by proactive enforcement of state law, municipal ordinances, and University rules and regulations and in doing so promote the University's mission to provide students with a safe environment suitable for the pursuit of a quality education.

I. Goals and Outcomes/Objectives, with Any Associations and Related Measures, Achievement Targets, Findings, and Action Plans

A. Goal: Provide effective administrative services
Provide effective administrative services to support the mission.

1. Objective: Provide a safe environment
The Campus Police Department will provide a safe environment where learning can take place.

   a. Measure: Police officer on duty at all times
   A police officer will be on duty at all times to regularly patrol the campus at least once an hour and buildings will be checked at least once a shift.

   Source of Evidence: Administrative measure - other

   1. Achievement Target:
   An officer will be on duty 100% of the time.

   2. Findings (2010-2011) - Achievement Target: Met
   An in-depth review of officers' daily logs indicates an officer was on duty 100% of the time.

   b. Measure: Increase funding for needed equipment and technology
   Grant proposals will be written to increase funding for needed equipment and technology.

   Source of Evidence: External report

   1. Achievement Target:
   Write at least one grant proposal.

   2. Findings (2010-2011) - Achievement Target: Met
   Our COPS grant was extended, so rather than losing a portion of our funding, we were allowed to continue covering applicable expenses. COPS Methamphetamine grants help state and local law enforcement agencies reduce the production, distribution, and use of methamphetamine. COPS Methamphetamine grants awarded since 1998 total more than $448 million. These innovative community policing grants encourage recipients to develop partnerships with such entities as community leaders, local fire departments, drug courts, prosecutors, child protective services, treatment providers, and other law enforcement agencies to create a coordinated response to
methamphetamine proliferation. COPS grants have funded equipment, training, and personnel to improve intelligence-gathering capabilities, enforcement efforts, lab clean-up, training related to drug endangered children, and the prosecution of those who engage in methamphetamine-related crimes. Additionally, COPS has provided more than $120 million to the Drug Enforcement Administration (DEA) for clandestine methamphetamine lab clean-up, specialized enforcement training, and statewide methamphetamine summits. COPS received nearly $63 million in funding for methamphetamine-related efforts in fiscal year 2006. The majority of this funding was awarded directly to state and local law enforcement agencies to purchase officer safety equipment and supplies, and to provide training to essential first responder personnel responsible for combating the use and distribution of methamphetamine in jurisdictions across the United States.

c. Measure: Improve department professionalism

Improve the department's ability to solve crimes through training in new technologies and through the purchase of new equipment and software.

Source of Evidence: Administrative measure - other

1. Achievement Target:
   Increase amount of solved cases by 25%.

2. Findings (2010-2011) - Achievement Target: Partially Met

   We were able to purchase new laptops for the officers, but they are not yet fully functional in every car. Officers received specialized training in the use of computerized reporting (both incident/offense and accident reporting). We have not yet purchased crime tracking software, which restricts the amount of statistical information available for analysis due to the nature of the department. More information regarding the disposition of cases will be available when we manually process the information for the Clery Act; these findings are due in October.

3. Action Plans:

   Repeater/radio system needed

   Install repeater for separate frequency to allow for officers to communicate on a secure channel without radio traffic from other sources, such as the Physical Plant, which is who the current repeater belongs to. This makes it difficult to communicate with other LEAS as well.

   Established in Cycle: 2009-2010

   Implementation Status: In-Progress

   Priority: High

   Implementation Description: Purchase and install repeater/radio system.

   Responsible Person/Group: Jeffrey Manuel

   Budget Amount Requested: $20,000.00

   Implementation Notes: 9/2/2011 We have been approved to begin the process of transitioning. Allcom is the company who will provide the service, while Motorola dictates the FCC licensing requirements. We are currently waiting on information from Allcom before more progress can be made.

   Purchase software

   Purchase crime tracking software to track crime trends. While the officers currently patrol campus at the rate of once an hour, an in-depth, statistical analysis of the types of crimes occurring, the "peak" time periods for crime,
and the most likely locations for crime to occur on campus will equip the officers with the information to prevent/deter crime rather than investigating the aftermath, thus making our department more effective and more professional in its crime-fighting capacity. In addition, crime tracking software will provide valuable information regarding strings of crimes--such as auto burglaries--committed by the same perpetrators, allowing for cases to be solved more easily.

**Established in Cycle:** 2010-2011  
**Implementation Status:** Planned  
**Priority:** High

**Implementation Notes:**
9/2/2011 We are researching the brand of software we would like to purchase. We will need to meet with Information Systems to ensure compatibility requirements.

2. **Objective: Maintain a professional department**
Maintain a professional department by insuring that officers receive required and needed annual training.

   a. **Measure: All officers attend training**
   All officers will attend continuing education courses and firearms training each year.

   Source of Evidence: Administrative measure - other

      1. **Achievement Target:**
      Officers will attend 100% of required training.

      2. **Findings (2010-2011) - Achievement Target: Met**
      Each officer exceeded the minimum number of 12 required training hours.

3. **Action Plan:**
   Safety improvements needed.
   Train officers in non-lethal weapons/tazers.
   **Established in Cycle:** 2009-2010  
   **Implementation Status:** Finished
   **Priority:** High
   **Implementation Description:** Allot more money towards training.
   **Responsible Person/Group:** Jeff Manuel
   **Additional Resources Requested:** $  
   **Budget Amount Requested:** $5,000.00

3. **Objective: Decrease crime statistics**
Decrease crime statistics on campus

   a. **Measure: Increase number of staff**
   Increase the number of staff by one full-time officer, two part-time security officers, and one full-time dispatcher.

   Source of Evidence: Administrative measure - other

      1. **Achievement Target:**
      Increase staff by four people
2. Findings (2010-2011) - Achievement Target: Partially Met
Though these hirings did not occur during the 2010-2011 cycle, we have been approved to hire during the 2011-2012 cycle.

3. Action Plan:
   Hiring
   Selection process will begin September 1st.
   Established in Cycle: 2010-2011
   Implementation Status: In-Progress
   Priority: High
   Implementation Notes:
   9/2/2011 We are currently working on job descriptions for the needed positions, and should be advertising the positions within the next two week.

b. Measure: Develop a safety and security program for students.
Develop a program that recognizes the safety and security of students: Educate the University community about the importance of theft prevention and personal safety resources.

   Source of Evidence: Administrative measure - other

   1. Achievement Target:
      Decrease crime statistics by 25% by encouraging awareness.

   2. Findings (2010-2011) - Achievement Target: Partially Met
      We did not have the manpower to establish a fully functional program.
      Introduction of the SNAP program, however, did address security concerns for residential students by increasing departmental presence on campus at night.

   3. Action Plan:
      Educational Component
      We will develop a curriculum to encourage more personal safety awareness on campus. This will include Public Relations mailings as well as a classroom/educational forum curriculum.
      Established in Cycle: 2010-2011
      Implementation Status: Planned
      Priority: High
      Implementation Notes:
      9/2/2011 We are developing curriculum for the educational programs.
      Currently, we have a general orientation program for UWA 101 classes, a bicycle safety presentation, and theft prevention materials.

4. Objective: Increase department revenue
Increase revenue generated by Campus Police Department

a. Measure: Utilize hang tag fees and ticket fines.
Utilize hang tag fees and ticket fines to increase departmental revenue. Funds will be used to aid in various campus improvements, as well as improvements for the department.

   Source of Evidence: Administrative measure - other

   1. Achievement Target:
      Increase revenue by at least $20,000 for hang tags; ticket revenue is to be determined.
2. **Findings (2010-2011) - Achievement Target: Met**
   Ticketing fines and hang tag fees greatly improved departmental revenue. Items for campus, such as bike rack and speed humps, were purchased to improve safety on campus.

5. **Objective: Provide public training**
   Survey the need for and develop public training for area departments at an affordable cost.

   a. **Measure: Provide training for community**
      Provide training courses as requested by community public safety officials based on the needs of our changing climate to improve the training and capabilities of community responders.

      Source of Evidence: Client satisfaction survey (student, faculty)

      1. **Achievement Target:**
         Provide 100% of requested training.

      2. **Findings (2010-2011) - Achievement Target: Met**
         Classes were offered in active combat, active shooter, and OC spray certification.

II. **Other Plans for Improvement**

   A. **Emergency Call Boxes Needed**
      Purchase and install emergency call boxes.
      *Established in Cycle:* 2009-2010
      *Implementation Status:* Planned
      *Priority:* High
      *Responsible Person/Group:* Jeff Manuel

   B. **Environmental Health and Safety Employee needed**
      Hire Environmental Health and Safety Employee.
      *Established in Cycle:* 2009-2010
      *Implementation Status:* In-Progress
      *Priority:* High
      *Completion Date:* 11/01/2010
      *Responsible Person/Group:* Jeffrey Manuel
      *Budget Amount Requested:* $40,000.00
      *Implementation Notes:* 5/31/2011 Applications/resumes have been submitted to Dr. Holland. Current status is unknown.

   C. **New Police Headquarters Needed**
      Start construction of police headquarters.
      *Established in Cycle:* 2009-2010
      *Implementation Status:* In-Progress
      *Priority:* High
      *Implementation Description:* The Craiger House will be converted into a fully functional police headquarters, combining resources from the two currently separate facilities.
      *Responsible Person/Group:* Jeff Manuel et al.
      *Budget Amount Requested:* $60,000.00
Implementation Notes:
5/31/2011 The work on the building was pushed back due to other priorities; as of 5/31, we are nearing 90% completion. The building is almost operable, but furniture, dispatch center, and other equipment is still pending.

D. Non-lethal Training Needed
Train officers in non-lethal weapons/tazers.
Established in Cycle: 2009-2010
Implementation Status: In-Progress
Priority: High
Implementation Description: Require officers to complete training in non-lethal weapons/tazers; provide access to such training.
Responsible Person/Group: Jeff Manuel
Budget Amount Requested: $5,000.00
Implementation Notes:
5/31/2011 We were not funded for tazers last year. Officers were offered OC Spray training as well as a groundfighting class to fulfill non-lethal training requirements. Tazer training should occur this year, but is dependent on funding.

E. Parking improvements
Parking congestion needs to be improved.
Established in Cycle: 2009-2010
Implementation Status: In-Progress
Priority: High
Responsible Person/Group: Jeff Manuel
Implementation Notes:
5/31/2011 We restriped the parking lot between Webb and BG to faculty parking and purchased a paint machine. Heightened enforcement and stronger penalties has helped alleviate congestion. More improvements dependent on the Physical Plant. An additional parking lot is also under construction.

F. Student survey needed
The Office of Public Safety will work with Institutional Effectiveness to conduct a student survey during the 2010-2011 cycle.
Established in Cycle: 2009-2010
Implementation Status: In-Progress
Priority: High
Completion Date: 12/03/2010
Responsible Person/Group: Jeffrey Manuel
Budget Amount Requested: $0.00
Implementation Notes:
5/31/2011 Survey was not dispersed by Institutional Effectiveness for the past academic year. We are currently writing a survey, and will disperse through IE in December and May.

G. Video Cameras Needed
Add and update video camera project.
Established in Cycle: 2009-2010
Implementation Status: In-Progress
Priority: High
Implementation Description: The access controlling cameras for the Campus School, Webb Hall, Stickney, and Sisk have been ordered and received; we are still waiting on the implementation to occur.
Responsible Person/Group: Jeffrey Manuel; Mike Pratt
Additional Resources Requested: Funding
Implementation Notes:
5/31/2011  We have completed Armory, Webb Hall, and Reed Hall. We will soon begin working on Sisk, Stickney, and other areas on campus in need of additional security. Information systems is currently working on installation.

III. Analysis Answers
A. What specific strengths did your assessments show? (Strengths)
   We were more sensitive to the needs of students. We were also highly visible during Student Activities and Athletic events. We have a better rapport with faculty and staff as a result of increased visibility and offering services. We are educating the University community as to our duties on campus.

B. What specific weaknesses or challenges did your assessments show? (Weaknesses)
   We did not have enough personnel to handle some events adequately without forcing people to work overtime or calling in assistance from the City of Livingston, especially in regard to special events. With the addition of new personnel, we will be able to better staff the above mentioned events. Lack of a communications system was also a challenge, but the introduction of a new repeater system will alleviate us sharing the maintenance frequency.

C. What plans were implemented?
   The SNAP program was introduced, a patrol car was purchased, laptops were purchased, training was offered, and external funding was secured.

D. What plans were not implemented?
   No additional personnel were hired. No crime tracking software was purchased. No educational program was introduced (although we did offer a Meth Identification class to the University community).

E. How will assessment results be used for continuous improvement?
   Some of our major weaknesses were related to personnel shortage, so this should be alleviated by the hiring of additional personnel during the 2011-2012 cycle. Also we were not funded for many of the requests made for the 2010-2011 year, which severely limited the amount of progress we were able to make. To address this, we will continue to search for external funding sources, even in regard to foundation grants for law enforcement. We will try to further increase our visibility on campus, as it is inherently linked to our usefulness as a department. Though we made strides in the 2010-11 cycle, we will continue to address the concerns of students, faculty, and staff in order to increase the effectiveness and better the reputation of the department.

IV. Annual Reports
A. Key Achievements
   1. Extension of COPS grant.
   2. Offered Active Shooter and Defense Tactics classes under COPS grant.
   3. Introduction of SNAP program with positive reception by the student body.
   4. Successful implementation and enforcement of the new parking and regulations.
   5. Increased hang tag compliance with improved level of consistency
   6. Application of the new violation system and introduction of vehicle immobilization.

B. Staff Achievements
   All full time officers completed more than the required amount of training hours for the year.

C. Public/Community Service
   Chief Manuel volunteered in Tuscaloosa after the April tornados.