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 Related Measures, Targets, Findings, and Action Plans

A. Goal: Provide effective administrative services
   Provide effective administrative and law enforcement services to support the University's overall mission.

1. Objective: Provide a safe environment
   The University Police Department will provide a safe environment where learning and instruction 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.

      1. Achievement Target:
         At least one officer will be on duty 100% of the time and an officer will patrol the campus at least once an hour and buildings will be checked at least once a shift. This will be verified by the officer's daily logs.

      2. Findings (2011-2012) - Target: Met
         An in-depth review of daily dispatch logs and officers' daily reports indicates at least one 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.

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

      2. Findings (2011-2012) - Target: Not Met
         Although Campus Police wrote the entirety of the Cops Hiring Recovery Program (CHRP) grant and submitted it to the Sponsored Programs office, OSP did not submit the grant by the deadline. Campus Police were therefore rendered ineligible for consideration. The CHRP grant provides funding for the hiring of one or more additional officers.
3. Action Plan:
   Work more closely with OSP.
   Because Campus Police already have all the necessary materials for the CHRP grant, the department will plan to submit this grant should it be opened again. Campus Police will work more closely with OSP to make sure that the grant is submitted by the deadline.
   Established in Cycle:  2011-2012
   Implementation Status:  Planned
   Priority:  High

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.

1. Achievement Target:
   Install video camera and access control system.

2. Findings (2011-2012) - Target: Met
   Campus Police have continued to expand both the video camera and access control systems to include more places on campus. In addition, with relocation of the department, dispatchers have access to 24/7 video surveillance in the Dispatch Center. The Department also purchased VieVu units (personal wearable video recorders) to improve departmental professionalism and officer accountability.

2. Objective: Maintain a professional department
   Maintain a professional department by insuring that officers receive required and needed annual training. All sworn officers must be APOSTC (Alabama Peace Officer's Standards and Training Commission) certified, then receive continuing education that will include firearms training and advanced training in topics such as investigative crime scene prevention, workplace violence, hate crimes, and other topics pertinent to emerging trends in campus law enforcement.

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

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

2. Findings (2011-2012) - 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. Officers received an oleocapsin resin recertification class, as well as an active combat ground fighting class in the 2010-2011 year. Officers did not, however, receive tazer training due to lack of equipment. $5,000 towards the budget has been requested in the
2011-12 year to purchase tazers.

Established in Cycle: 2009-2010

Implementation Status: In-Progress

Priority: High

Implementation Description: Allot more money towards training.

Responsible Person/Group: Jeff Manuel

Additional Resources Requested: $0

Budget Amount Requested: $5,000.00 (recurring)

b. 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.

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

2. Findings (2011-2012) - Target: Met

   Due to a restructuring of personnel, our Investigator (Garland Partridge) is
   now able to work Monday through Friday in a non-patrol capacity, which
   has greatly increased the amount of cases solved due to his immediate
   availability for investigation. The increased amount of video surveillance
   has also contributed to closing a higher number of cases, as Investigator
   Partridge has access to all stored video streams, which helps both track
   criminal activity as it occurred and visually identify suspects.

3. Objective: Decrease crime statistics

Decrease crime statistics on campus

   a. 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.

   1. Achievement Target:
      Creation of a crime prevention program to cover all aspects of personal and
      vehicle safety.

   2. Findings (2011-2012) - Target: Partially Met
      Campus Police have been working on materials to be used for distribution
      to students, but have not yet implemented a comprehensive program.

   3. Action Plans:
      Safety and Security Program
      Campus Police will continue to gather materials in preparation of
      disseminating current safety related information to students.

      Established in Cycle: 2011-2012
      Implementation Status: In-Progress
      Priority: High
4. **Objective: Increase department revenue**  
Increase revenue generated by the University Police Department.

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

1. **Achievement Target:**  
Write and submit at least one grant proposal.

2. **Findings (2011-2012) - Target: Not Met**  
Although Campus Police wrote the entirety of the Cops Hiring Recovery Program (CHRP) grant and submitted it to the Office of Sponsored Programs, OSP did not submit the grant by the deadline. Campus Police were therefore rendered ineligible for consideration. The CHRP grant provides funding for the hiring of one or more additional officers.

3. **Action Plans:**  
a. **Work more closely with OSP during submission process**  
Because the department already have all the necessary materials for the CHRP grant, Campus Police will plan to submit this grant should it be opened again. Campus Police will work more closely with OSP to make sure that the grant is submitted by the deadline.  
**Established in Cycle:** 2011-2012  
**Implementation Status:** In-Progress  
**Priority:** High  
**Responsible Person/Group:** Jeff Manuel, Jill Harris, OSP staff

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.

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

2. **Findings (2011-2012) - Target: Met**  
Campus Police offered a Dreager Alcohol Breath Testing Certification class in conjunction with the Alabama Department of Forensic Sciences. Campus Police also offered an Alabama Highway Traffic Safety Seatbelt/Holiday Enforcement Class.
II. Other Plans for Improvement:

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

B. 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 (recurring)

C. 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 (one time)

D. Safety improvements needed.
   Train officers in non-lethal weapons/tazers. Officers received an oleocapsin resin recertification class, as well as an active combat ground fighting class in the 2010-2011 year. Officers did not, however, receive tazer training due to lack of equipment. $5,000 towards the budget has been requested in the 2011-12 year to purchase tazers.
   Established in Cycle: 2009-2010
   Implementation Status: In-Progress
   Priority: High
   Implementation Description: Allot more money towards training.
   Responsible Person/Group: Jeff Manuel
   Additional Resources Requested: $
   Budget Amount Requested: $5,000.00 (recurring)

E. Video Cameras Needed
   Add and update video camera project.
   Established in Cycle: 2009-2010
   Implementation Status: In-Progress
   Priority: High
**Responsible Person/Group:** Jeffrey Manuel  
**Budget Amount Requested:** $100,000.00 (recurring)

**F. Educational Component**  
Campus Police 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:** In-Progress  
**Priority:** High

**G. Hire additional personnel**  
1 Officer @ $31,000  2 Security Officers @ $15,000  1 Dispatcher @ $21,000  
**Established in Cycle:** 2011-2012  
**Implementation Status:** In-Progress  
**Priority:** High  
**Projected Completion Date:** 06/12/2012  
**Budget Amount Requested:** $67,000.00 (recurring)

**H. Maintain the SNAP program**  
Golf cart at $5,000; Salaries at $20,000  
**Established in Cycle:** 2011-2012  
**Implementation Status:** In-Progress  
**Priority:** High  
**Budget Amount Requested:** $25,000.00 (recurring)

**I. Purchase Repeater System**  
Purchase repeater system to become narrow band compliant.  
**Established in Cycle:** 2011-2012  
**Implementation Status:** In-Progress  
**Priority:** High  
**Budget Amount Requested:** $20,000.00 (one time)

**J. Purchase security guard tour software.**  
Purchase security guard tour software to increase officer accountability.  
**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** High  
**Budget Amount Requested:** $20,000.00 (recurring)

**K. Safety and Security Program**  
Campus Police will continue to gather materials in preparation of disseminating current safety related information to students.  
**Established in Cycle:** 2011-2012  
**Implementation Status:** In-Progress  
**Priority:** High
III. **Analysis Questions and Analysis Answers**

A. **What specific strengths did your assessments show? (Strengths)**
   Campus Police were more sensitive to the needs of students. The Department was also highly visible during Student Activities and Athletic events. The Campus Police have a better rapport with faculty and staff as a result of increased visibility and offering services. Campus Police are educating the University community as to our duties on campus. The relocation added to our departmental professionalism and increased employee morale, making the department a more cohesive unit.

B. **What specific weaknesses or challenges did your assessments show? (Weaknesses)**
   Campus Police 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, the department 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. Campus Police are working on better interdepartmental communications, but have had some trouble maintaining an open dialogue with other departments.

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. One new full-time officer was hired, along with two new security personnel.

D. **What plans were not implemented?**
   No grant proposal was submitted, although one was written. 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?**
   Campus Police will use these findings as a guide to identify our strengths and weaknesses. In areas of weakness, the department will address the underlying causes. In areas of strength, Campus Police will identify the driving force behind success and implement similar strategies in weak areas.

IV. **Annual Report Section Responses**

A. **Key Achievements**
   Completed installation of the new radio system. Hired an additional officer plus two part-time security officers.

B. **Staff Achievements**
   **Offices/Positions in Professional Organizations:**
   - Jeff Manuel: Attorney General's Law enforcement coordinating committee;
   - Alabama Association of Chiefs of Police Education Committee;
   - Alabama Criminal justice Information Center Board Member;
   - Alabama League of Municipalities Law Enforcement Advisory Committee
Workshops Conducted:
Campus Police offered a Dreager Alcohol Breath Testing Certification class in conjunction with the Alabama Department of Forensic Sciences. Campus Police also offered an Alabama Highway Traffic Safety Seatbelt/Holiday Enforcement Class Training received:
All officers received certificates of completion in Building Search Essentials, Effects of OC, First Aid/CPR, and Law Enforcement Role in Immigration. All officers received firearms recertification. Jeff Manuel also received training in Critical Employee Emergency Planning and Special Events Contingency Planning for Public Agencies.

C. Public/Community Service
The Campus Police department offered basic crime prevention classes and did some joint exercises with Sumter County Department of Public Safety.
## ANNUAL PLAN

<table>
<thead>
<tr>
<th>Item</th>
<th>Approved</th>
<th>Remarks</th>
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<tbody>
<tr>
<td><strong>Goals</strong></td>
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<tr>
<td>Goals are broad statements describing what the unit wants to accomplish. Goals relate to both the unit’s mission and the University’s mission. The goal(s) is stated as the University goal(s) a unit is attempting to meet.</td>
<td>YES ✔️</td>
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<tr>
<td><strong>Outcomes/Objectives</strong></td>
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<tr>
<td>Outcomes and objectives are statements that describe in some detail what the unit plans to accomplish. Outcomes/objectives are associated with all applicable goals, strategic plans, standards, and institutional priorities.</td>
<td>YES ✔️</td>
<td></td>
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<tr>
<td>Objectives are active-verb descriptions of specific points or tasks the unit will accomplish or reach. Outcomes are active-verb descriptions of a desired end result related to student learning and the unit’s mission.</td>
<td>YES ✔️</td>
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<tr>
<td><strong>Measures</strong></td>
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<tr>
<td>Measures are statements to judge success in achieving the stated outcome or objective. Measures contain information on the type of evidence and assessment tool that a unit will use to verify if stated outcome/objective has been met.</td>
<td>YES ✔️</td>
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<td><strong>Achievement Targets</strong></td>
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<tr>
<td>Achievement targets are the thresholds that the measures must meet for the unit to determine that it has been successful in meeting its specified outcomes/objectives. Achievement targets are measurable statements.</td>
<td>YES ✔️</td>
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<td><strong>SELF-STUDY</strong></td>
<td>Approved</td>
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<td><strong>Findings</strong></td>
<td>YES</td>
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<td>Findings are indications whether an outcome/objective was met or not. Findings are put into the system under each achievement target. Findings include an interpretation of results, possible uses of results, reflection on problems encountered, indicated improvements/changes and strengths or weakness.</td>
<td>NO</td>
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<td><strong>Action Plans</strong></td>
<td>YES</td>
<td></td>
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<tr>
<td>Action plans are detailed plans created by the unit to meet an outcome/objective that was only partially met or not met or to make improvement to those outcomes/objectives that were met but still need some strengthening. The plan includes a projected completion date, implementation description, responsible person(s)/group, resources required, and budget amount (if applicable).</td>
<td>NO</td>
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<td>Action plans created in previous cycles have been updated with implementation notes.</td>
<td>YES</td>
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<tr>
<td><strong>Annual Report</strong></td>
<td>YES</td>
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<tr>
<td>The Annual Report section contains information on key achievements, faculty and/or staff achievements, and community/public.</td>
<td>NO</td>
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<tr>
<td><strong>Analysis Report</strong></td>
<td>YES</td>
<td></td>
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<tr>
<td>The unit has reflected on and created narratives for each of the following areas: specific strengths and progress made on outcomes/objectives, specific weaknesses or challenges, plans that were and were not implemented, and how assessment results will be used for continuous improvement.</td>
<td>NO</td>
<td></td>
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Approved by: [Signature of Dean or Vice President]  
Date: 7/24/12

Received by OIE: [Signature of Coordinator of Planning and Assessment]  
Date: 7/25/12