

**POSITIONING THE UTD POLICE  
AS AN INTEGRAL PART OF THE COMMUNITY-  
IMPROVING THE QUALITY OF LIFE THROUGH  
INNOVATION AND PARTNERSHIP  
2006**

**Introduction**

The University of Texas at Dallas Police Department 2005 Strategic Plan is designed to be an evolving document, constantly reviewed, updated and brought into line with the desires of the community. It is the culmination of a series of exercises all designed to ensure that the vision, mission, and objectives of the agency are successfully achieved. The plan ensures that the elements within this document is understood, supported and reflects the wishes of the community. An outgrowth of this process is the enhanced ability to effectively manage resources, provide accountability through measured results and adjust to change. Successful planning requires the fortitude to change course when opportunities and community demands arise. Ultimately, it is the planning process itself that keeps the agency focused on what it wishes to accomplish and the best route to get there.

This product consists of four interrelated exercises:

- Community Survey: Due to the project rapid growth of the University, a community survey will be accomplished every two years. The most recent was completed in 2001. The results demonstrated that 96% of the community rated the police department as good or excellent. The perceptions and desires of the community remained static as it related to crime.
- Internal Survey: This segment of the plan focuses upon the most defining element of an organization, the employees. This survey attempts to gain insight from employees about their recommendations and suggestions for improvement, to advance and ultimately determine what obstacles we face to achieve our goals. The Internal Survey will also be accomplished every two years. The UT System Director of Police prior to inspections that are conducted every two years conducts the survey.
- Community Planning: An annual planning session will be designed to gain insight from a diverse group of community members regarding the direction the agency should focus upon.
- Fiscal Planning: As diverse as ideas may be, funding will ultimately determine the level of services that the organization can provide. Innovation, the detection of grants and other funding mechanisms must be aggressively explored.

This document articulates the goals that the agency plans to accomplish by the end of fiscal year 2007. It also evaluates the organization's success in achieving goals set in the previous year. Most importantly, it is designed to be an overview for the agency as a whole, allowing us all to work together developing strategies and objectives that support the plan. In the most basic sense, it is the roadmap for our future.

## Methodology

At the core of the Strategic Plan are a variety of steps; all designed to assist the organization in keeping our eyes on the horizon. Each *objective* is discussed and a definition or an explanation of the objective is provided. A *performance indicator* will be articulated and defined, as will *target* dates by which we hope to accomplish the task. Most importantly, numerous *strategies* will be employed all designed to ensure success.

## MISSION AND VALUE STATEMENT

### Mission Statement

*The University of Texas at Dallas Police is committed to creating an environment in which teaching; research, community life and public service may flourish. All personnel are dedicated to excellence in upholding and enforcing the law and managing risks to ensure the safety of students, faculty, staff and guests at UTD. All personnel strive to maintain excellence and integrity in respecting the rights and dignity of all persons with whom they make contact.*

### Value Statement

*The University of Texas at Dallas Police Department consists of dedicated professionals who are committed to a team environment and creatively solving problems. We believe in:*

- *The value of human life;*
- *The courage to do what is right;*
- *Fairness, compassion and approachability in the performance of our duties, and;*
- *Striving for continuous improvement.*

The value statement tells the community the manner in which we will conduct our business and deliver services. It is at the very core of who we are. Even if we err, we will have the courage to acknowledge our mistake and act to ensure it will not be repeated.

## OBJECTIVES

Setting objectives for the agency converts the mission and values of the organization into targets and performance milestones. They represent a commitment to producing specific results in a specified time frame.

- ◆ Reduce the incidence of crime & increase clearance rates
- ◆ Provide high-quality training for personnel
- ◆ Maintain acceptable workload for police officers
- ◆ Recruitment and Retention
- ◆ Increase Diversity of Agency Personnel
- ◆ National Incident Management System (NIMS)
- ◆ Increase quality of service and customer satisfaction
- ◆ Comprehensive equipment replacement program
- ◆ Accreditation
- ◆ Increase availability of grants and alternative funding sources
- ◆ Conduct an assessment of our current & anticipated parking on campus.

## **OBJECTIVE: Reduce the Incident of Crime in UTD**

Crime is one of the nation's primary public safety issues. The UTD Police Department will use the uniqueness of our community, skills of the organization and the formation of partnerships to keep the incident of crime in UTD at the lowest possible rates. We will accomplish this by the implementation of effective enforcement methods, high police visibility, as well as education and prevention efforts. We will continually seek to employ innovative solutions that will increase our efficiency and effectiveness.

UTD is blessed with a low crime rate however; we are not exempt from outside influences; such as the case in the Banks case. In reviewing data from recent years, it was observed that the clearance rate was dropping after significant positive progress. It was obvious that two detectives were incapable of adequately investigating all criminal activity within the community. In conjuncture with the desire to expose our Explorers to all aspects of law enforcement, an Explorer was assigned to assist in the criminal investigations division. The Explorer was such a great asset to the division, that we hired her as a student employee so that we did not lose her to a "paying" campus job.

The Police Department is very appreciative that the University administration recognized that the police department was under-staffed and was not able to provide the service to the community at the level we desired and they deserved. With the authorization of the seven new officers, we fully expect to fulfill each of the objectives listed in this document.

### **Performance Indicator**

- Reduction in crimes against persons
- Increase in clearance rate

### **Targets**

- Waterview Park Apartments
- Campus Buildings
- Parking Lots

### **Strategies**

- Develop crime prevention programs particular to the UTD community
- Staff the police sub-station in Waterview Park from 11a-3a, Mon-Sat.
- Continue forging partnerships through student & staff organization forums
- Maintain a commitment to work in partnership with local Police
- Develop proactive patrols that detect issues within neighborhoods
- Empower officers to initiate crime prevention programs
- Train officers to initiate and complete criminal investigations
- Identify trends in criminal activity by crime analysis
- Arrest and convict criminals in cooperation with prosecutors and other agencies
- Perform an annual critique of the programs to detect refinements and enhancements that will encourage success.

## **OBJECTIVE: Provide High Quality Training for Personnel**

The UTD Police Department is committed to providing professional law enforcement service to our community. It is critical that the skill level of staff be fully developed, enabling them to recognize their full potential. Job satisfaction through knowledge that the employees are competently trained and provided with the tools to deliver these services will also serve to retain officers.

### **Performance Indicators**

- More in-service training is conducted through on-site than off-site
- Each officer has identified their professional goals

### **Targets**

- Career Development Plan for each employee
- In-service training.

### **Strategies**

- Develop questionnaire for all staff members articulating individual career goals
- Develop relationships with organizations that will bring high quality training to UTD reducing tuition, lodging and transportation costs
- Investigate potential resources at UTD that can provide inexpensive training to staff
- License more officers as Instructors so they may provide in-service training reducing the need to take officers off their shift to attend training.
- Assign more online training through TCLEOSE.

## **OBJECTIVE: Maintain Acceptable Workload for Police Officers**

The UTD Police Department responded to approximately 83,000 incidents in 2004. To ensure that each incident is attended to and satisfactorily resolved, the workload must stabilize. Since the community survey indicated a very favorable opinion of the police, there must be satisfaction with the delivery of service.

The vast majority of police calls in UTD can be categorized as quality of life issues such as noise complaints and loss of property (32% of thefts are State property). Over the past several years UTD has experienced a rise in violent criminal acts, narcotic activity and thefts. Regardless, each and every call will still require appropriate police response. When reaction to service requests are delayed or ignored due to more serious incidents or large volume of calls, there needs to be an assessment of the level of services the department can provide. If the backlog becomes too lengthy, we must be prepared to make suggestions that may not be embraced by a community accustomed to personalized service. The allocation of 7 more officers to the authorized commissioned strength of the department will resolve the current workload issues. As mentioned before, due to hiring procedures/restrictions from the U.T. System, it could take 2-3 years before the department has all the new officers employed.

### **Performance Indicator**

- Number of new officers hired under the allocation of seven
- No loss of services offered by the department
- Competent and professional response to each incident

### **Targets**

- Recruitment
- Allocation of personnel for efficiency
- Alternative service programs

### **Strategies**

- Review workload assessments annually
- Utilize tools such as the Community Survey to gauge extent of officer workload
- Delegate more service oriented duties to the Campus Service Officer (CSO).
- Maintain high level of communication with UTD Administration ensuring that they are informed of officer workloads.
- Review personnel allocations ensuring that the use of resources is maximized.
- Maintain high level of communication with UTD Administration ensuring that they

## **OBJECTIVE: Recruitment and Retention**

The UTD Police Department must create a working environment that appeals to the high quality of applicants we seek to recruit as a University of Texas at Dallas Police Officer and the University expects. Our greatest resource for recruiting is the Police Department's Police Explorer Program. However, the salaries at the local agencies (to which we lose officers and Explorers) is significantly higher than UTD's so we must provide an environment that will compete at some level. This competition includes salary (including step-plan), educational and professional development and empowerment. These are the same incentives that will retain the officers.

### **Performance Indicator**

- Equity adjustments
- New pay/step plan
- Number of Explorers applying and testing
- Number of lateral officers applying and testing
- Number of applications

### **Targets**

- Recruitment
- Salary
- Training

### **Strategies**

- Work with Human Resources in developing a new pay/step plan
- Identify Explorers who would be an asset to the department and UTD as an officer
- Recruit from community and junior colleges to employ officers
- Develop an online recruiting video

## **OBJECTIVE: Increase Diversity of Agency Personnel**

The UTD Police Department is committed to identifying and employing the best candidates available, not merely eliminating the least qualified. The benefits of effective recruitment and selection policies are manifested in a lower rate of personnel turnover, fewer disciplinary problems, higher morale, better community relations and more efficient and effective service delivery to the community. The work force should be representative of the community employing Equal Opportunity Employment strategies that will remove barriers that prevent people from being treated differently.

### **Performance Indicator**

- Recruitment steps should be directed towards the goal of approximating within the sworn law enforcement ranks the demographic composition of the UTD Community.

### **Targets**

- Review and enhance recruitment plan to seek out new sources of potential candidates

### **Strategies**

- Develop skills of staff member in the area of recruitment.
- Develop relationships with organizations representing minorities that will enhance recruitment opportunities.
- Develop an online video presentation that highlights the positive working environment at the UTD Police Department.
- Ensure that advertisements avoid setting standards that may screen out individual classes.
- Participate in "Career Days" at local venues.



## **OBJECTIVE: National Incident Management System (NIMS) Compliance**

The University of Texas at Dallas' emergency operation plan must be in compliance with some components of the National Incident Management System (NIMS) by 10/1/06. There are many components to NIMS that are not in our current plan. Components of FEMA's Disaster Resistant University program should be integrated in to our new "NIMS compliant" plan where applicable.

Sgt. Richard McMillan oversees this objective's process and performance. He has been selected by IACLEA (International Association of Campus Law Enforcement Administrators) as one of 16 incident command instructors who will teach 3-4 incident command classes per year (for 3 years), to other universities across the country. This is paid for with FEMA grant monies. This experience is invaluable to UTD.

### **Performance Indicator**

- The new plan is reviewed by the city of Richardson Emergency Management Director and is approved as being NIMS compliant.

### **Targets**

- UTD Emergency Operation Plan
- UT System Mutual Aid Agreement

### **Strategies**

- With reallocation of personnel resources, remove Sgt. McMillan from all road patrol duties to concentrate on this sole objective.
- Research the Disaster Resistant University program components
- Review The University of Texas at Dallas emergency operation plan
- Develop a checklist and timeline to ensure deadlines are reached

## **OBJECTIVE: Increase the quality of service and customer satisfaction**

The UTD Police Department defines customer service as any contact, whether passive or active, between an employee of the UTD Police and a customer that causes a negative or positive perception by that customer. The reality of our very existence has the potential of placing employees in negative light. However, the concept of positive customer service must be sustained by being ingrained into the fabric and philosophy of the department.

### **Performance Indicator**

- *Percentage of Customer Satisfaction*
  - A community survey was conducted during 2001. The department and the commitment to community oriented policing has been well received by the UTD community which was demonstrated by a 96% rating of good or excellent. We have enhanced the relationship with the Richardson Police Department and routinely partner to address mutual concerns. We are very proud that the community continually turns to the agency as an organization that can and does solve problems. We have clearly earned a higher level of trust within the community. If we as an organization remain focused upon meeting or exceeding all targets, the percentage of customer satisfaction will continue to reflect favorable attitudes toward the agency and its' members.

### **Targets**

- Residential Community
- Commuter students
- Faculty and Staff
- Outside agencies;
  - Local police
  - Courts
  - Other Federal, State and University agencies

### **Strategies**

- Solicit input from internal and external contacts (Student Government, Courts)
- Refine our survey methods ensuring relevancy and accuracy; develop surveys for:
  - Waterview Park Apartments
  - Commuter Students
  - Faculty/Staff
- Develop a random sampling method that will also reach those arrested or ticketed
  - Utilizing the records management system
- Continue to utilize public forums as a mechanism that will maintain direction of agency
  - Crime Prevention Corporal will enhance our officer liaison program to insure we keep an open line of communication with the UTD community.
- Staff the police sub-station in Waterview Park from 11a-3a, Mon-Sat. to enhance the rapport with the residential community.

## **OBJECTIVE: Comprehensive Equipment Replacement**

The UTD Police Department is heavily dependent upon a variety of equipment that allows us to deliver services to the community. From communication equipment that provides retrieval of accurate and judicious information to the use of radio, computers and other technology. For the organization to be truly effective, it is critical that all of these components are working properly. To ensure that all of our required equipment is in a state of readiness, a structured and well-conceived equipment replacement strategy is critical. It is fiscally prudent to project and plan for purchases that will be required in the future while ensuring that the department is capable of continually delivering service to the community. The University of Texas at Dallas administration has already addressed the communication and computer deficiencies that we had experienced prior to this fiscal year.

### **Performance Indicator**

- *Decrease in funds allocated to emergency replacements and repairs*
  - It is probably not realistic to expect that all emergency purchases will be eliminated, even with the most detailed and comprehensive plan in place. However, experience and productivity can evaluate and predict the replacement needs for most equipment. With a history of 24 hours, 7 days a week of fast starts, quick stops and continuous operation or idling, the mechanical expectation of a police vehicle is 3 years as a line patrol unit. Implementing a vehicle replacement policy and strict adherence to the vehicle maintenance policy, would insure that the department vehicles are in good working condition.

### **Targets**

- Patrol vehicles
- In-car video equipment with digital equipment
- In-car computers

### **Strategies**

- Develop and implement a vehicle replacement policy
- Seek grant funding for:
  - in-car computers
  - digital in-car cameras to replace video in-car cameras
- Continue feedback from supervisors regarding equipment requirements and purchases.

## **OBJECTIVE: Accreditation**

The UTD Police Department seeks to demonstrate their commitment of the agency to professionalism in terms of adherence to a body of standards. Accreditation assures the community that The University of Texas at Dallas Police Department is committed to high quality service and that its policies and procedures are effective and responsive on the one hand, and fair and equitable on the other. There are two accreditation programs available; Commission on Accreditation for Law Enforcement Agencies (CALEA) and IACLEA.

### **Performance Indicator**

- *Accreditation program has been selected and the initial evaluation process has been scheduled.*

### **Targets**

- Policies and Procedures
- Goals and Mission
- Resources

### **Strategies**

- Obtain current accreditation information on both programs
- Assign a command staff member as the lead principal
- Speak with accredited agencies
- Present both accreditation program to the Vice President for Business Affairs

**OBJECTIVE:            Increase the availability of grants and alternative funding sources**

Grant funds, primarily from the federal government, are available if properly documented and researched. It is important that the application demonstrates that the funds requested would remedy or have a positive impact upon the problem identified. The dilemma facing UTD is that we compete directly against municipal, county and state agencies with communities who are deluged with crime, juvenile gangs, poverty and other negative aspects of society. Gratefully, UTD does not face these issues. Therefore, it is incumbent upon the organization to be articulate and be thorough in the development and presentation of proposals if we are to remain competitive in the acquisition of grant funds. Collaborating with the academic and student affairs divisions would increase our probability factor.

**Performance Indicator**

- *Increase funding to the UTD*
  - The department has exceeded established goals each year. Since 1998, UTD has successfully attracted 5 grants through the Department of Justice with funds exceeding \$375,000. UTD continues to benefit from a grant that created the placement of 5 police officers in to the UTD community.

**Targets**

- Seek & receive grants from a variety of sources
  - Department of Homeland Security
  - Office of Domestic Preparedness
  - Learn and Serve America
  - National Institute of Justice

**Strategies**

- Investigate potential funding sources by subscription, Internet research or other resources
- Attend seminars that will inform UTD officials of successful grant strategies
- Partake of training that will assist in the development of grant applications
- Form partnerships with organizations that will enhance successful grant applications

**OBJECTIVE: Conduct an assessment of our current & anticipated parking on campus.**

Parking issues are always contentious on a college campus. The University has available to it the tools necessary to overcome much of the problem. Working together, we can solve the problem for the University. This includes developing an efficient parking and transit system, with limited emergency, service, handicapped, and limited short-term parking.

The campus should be a place that students aspire to live, a place of beauty. Providing an inspiring setting will help provide students with pride of their campus and can only improve community & donor relations.

**Performance Indicator**

- Present a parking and transportation plan to The University of Texas at Dallas administration that has been developed by working with the parking and engineering consultants, physical plant professionals and the Parking & Security Committee.

**Targets**

- Campus parking lots; current and future
- Pedestrian areas
- WSTC
- Off-campus housing

**Strategies**

- Establish a clear sense of entry and arrival to the campus.
- Extend the concept of the campus as a pedestrian environment.
- Improve the physical condition of the campus lots.
- Ensure access for emergency and service vehicles and for those with disabilities to all areas within the context of a pedestrian-oriented campus.
- Connect remote student residences, WSTC and parking areas to the main campus.

## **System for Review and Revisions**

The written objectives, performance indicators and strategies for this plan will be formulated, updated and evaluated annually. It is critical that the strategy for delivering police services to the citizens of UTD involves as many segments from the community and those that influence the community, as reasonably possible. That includes the following:

### **Internal**

Administration  
Supervisory Staff  
All employees

### **External**

Citizen Survey  
Public Forums  
Faculty Senate  
Staff Council  
Student Government