



USC Upstate
Department of
Public Safety
Strategic Plan
2018-2021

Klay D. Peterson, Director
of Public Safety and Chief
of Police

UPSTATE



University of South Carolina Upstate

Table of Contents

- I. Message from the Chief of Police
- II. Mission and Vision Statements
- III. Organizational Chart
- IV. Strengths, Weaknesses, Opportunities, Threats
- V. Department Goals and Strategies 2019-2021
- VI. General Information

A Message from the Chief

Dear Campus Community,

June 2018

I am pleased to present the USC Upstate Department of Public Safety's 2018-2021 Strategic Plan. This is our second edition which now spans a six year operational period. We are posed and excited to move forward into our next three years of campus service and operational readiness.

As Chief of Police it has been rewarding to look back and see the growth of our officers, their passion for serving our growing campus and the implementation of new programs and policies that contribute to the professionalism of our agency.

Our national certification recognition from the Commission on Accreditation for Law Enforcement Agencies (CALEA) has set a standard of excellence where each employee is expected to consistently and effectively engage best practices in university policing. By so doing we can maintain the highest standard of performance to meet or exceed the goals and objectives of this plan.

The strategic plan is a single guiding document that identifies our priorities and encapsulates our vision for the future. It includes our goals and objectives and a S.W.O.T. analysis of our strengths, weaknesses, opportunities and threats. Moreover it provides a platform from which to look back and exam what we did well as an agency and areas of needed improvement. With an eye towards the future, it provides lessons learned and a roadmap for the next three years to enhance professional 21 century police service in a university setting.

I encourage you to review our Strategic Plan initiatives which reaffirm our commitment to proactively and responsibly provide law enforcement services that enhance safety and security and quality of life; where faculty, staff and students may all flourish in the pursuit of academic excellence.

Sincerely,

A handwritten signature in blue ink that reads "Klay D. Peterson". The signature is fluid and cursive, with the first name "Klay" being the most prominent.

Klay D. Peterson
Director of Public Safety and Chief of Police

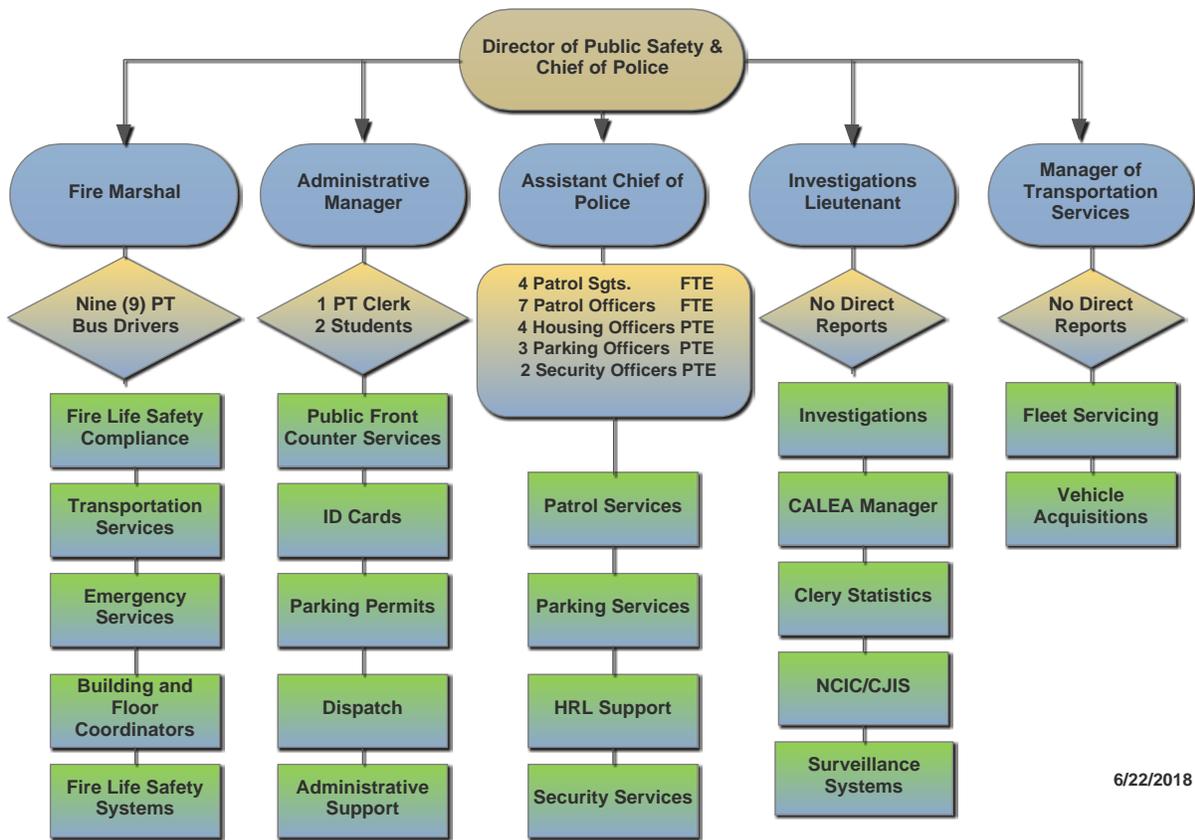
USC Upstate Police Department Mission Statement

The purpose of the University of South Carolina Upstate Police Department is to embrace and maintain a safe, secure, and healthy campus environment where faculty, staff, students and guests may flourish in the pursuit and support of academic excellence. This mission will be accomplished through proactive community-oriented policing and the effective, efficient and responsible management of all available physical, technical and human resources.

USC Upstate Police Department Vision Statement

The University of South Carolina Upstate Police Department will maintain the highest professional law enforcement standards in protecting and serving the Upstate community. This vision will be realized by maintaining a seamless, linear organization staffed with dedicated, well-trained and well-equipped personnel. Moreover, as the needs of our ever-growing metropolitan University evolve, so too will the mission of the Police Department in delivering essential public safety services. In concert with both our internal and external partners we will work to identify those needs and respond accordingly through appropriate planning, mitigation, response and recovery efforts.

**USC Upstate Department of Public Safety
Organizational Chart**



6/22/2018 KDP

S.W.O.T. Analysis Summary

(Strengths, Weaknesses, Opportunities, Threats)

Current Strengths of Department

- Alignment with the mission and purpose of the University of South Carolina Upstate
- Agility and flexibility of the Department
- Broad-based community support
- Nationally certified police agency through CALEA
- Stable and consistent senior leadership
- Excellent officer training
- Low turnover rate among employees
- Excellent communication through open dialog

Current Weaknesses of the Department

- Staffing - We are at minimum staffing levels a majority of the time due to illness, injury, training, etc. This results in overtime and an increased burnout of those who constantly pick up the slack and work extra hours. Special events also strains staffing.
- Logistics-Limited to 4 patrol vehicles when all are in service and not out for repair. In the event of an emergency response or special event with multiple duty locations we are unable to provide the tools and effects of a patrol vehicle for all officers.
- Unusual occurrences-due to department size and specific calls for service we seldom have serious or unusual incidents that occur more frequently in larger departments. As such, few officers have the expertise or experience to readily complete these incidents without considerable assistance and or direction.

Opportunities for the Department

- Transition of Magnolia and Palmetto House front counter safety employees from HRL to the Department of Public Safety (4 positions)
- Transition of Athletics Bus Drivers from the Department of Athletics to the Department of Public Safety (5 positions)
- Remodeling the interior of the recently acquired Mobil Command Center
- Flexibility-Due to our size and service population we can tailor our Department to fit those unique needs of a University and provide a far greater level of service than a larger or more rigid department.
- Training-As a University we have the ability to offer training and training space to a wide variety of entities. Moreover, skilled trainers within our department provide these services to the general Spartanburg County law enforcement community.

Known/Anticipated Threats to the Department

- Increased multi-family housing within our sphere of influence creating additional traffic congestion with no upgrade in infrastructure
- Increased mental health issues amongst our student population
- An active assailant event on campus
- Over reliance on technology
- Increasing number of weather-related events affecting University operations
- Waning budget commitments from the SC state legislature for higher education
- Accessibility-As an open campus we are constantly under the possibility of unknown assailants entering campus to commit acts of violence.

Department Goals and Strategies 2019-2021

The USC Upstate Department of Public Safety has adopted the following goals for the next three years:

- **External Goal # 1: *Maximize Resources for Delivery of Effective Public Service***

Objectives: The USC Upstate Department of Public Safety is committed to being good stewards of student tuition fees and taxpayer dollars. We will evaluate new and innovative ways to deliver services to our community. We will look for ways to expand our services and consistently improve the quality of service to our community. The department understands that relationships with external public safety partners play an important role in collectively providing more resources with less money when those resources, (such as training and equipment) can be shared among departments. This goal is supported by efficient and timely service delivery – (1) Ensure services are provided efficiently and effectively; (2) Provide quality services that match community needs. (3) Ensure the safety and security of our campus community to support a quality Spartan experience for faculty, staff, students and visitors.

University Goals Supported: *Goal # XIII: Foster a culture of assessment and continuous improvement throughout the university*

Strategies

- 1) *Enhance the SpartAlert Emergency Notification System*

In 2018 the University Police Department secured a \$ 140,000 grant to upgrade the SpartAlert Emergency Notification System. During the 2018-2019 fiscal year, the following enhancements will be added to the system:

- a. Incorporate the University's existing electronic message boards to the SpartAlert system to allow for emergency messaging to scroll across the video screen.
- b. Install six new electronic message boards in key locations across campus.

- c. Provide emergency messaging across all University computer screens via SpartAlert.
- d. Provide emergency messaging on to all University desktop IP phones.
- e. Install emergency outdoor speakers across campus to notify persons attending outdoor events of an emergency or weather related situation.
- f. Install emergency notification speakers in hallways of classrooms to tie into existing fire life safety systems and the SpartAlert Emergency Notification System. This will be a multi-year project spanning the current strategic plan operational period and beyond.

2) *Complete Access Control Systems on All Academic Buildings*

- a. The University Readiness Center is the only remaining academic building left to install building access control. This project will be completed in fiscal year 2018-2019. When this project is finished, all academic buildings on campus will have been outfitted with complete access control systems.

3) *Transition Bus Drivers and Housing Safety Officers to University Police*

- a. Commencing fall semester 2018, University Police will assume command and responsibility for staffing the reception counters of the Palmetto and Magnolia Houses. These will be seasonal temporary positions staffed from August through the end of the academic year in May. These will include two 40 hour positions and two 16 hour positions.
- b. Beginning July 1, 2018 bus drivers previously assigned to the Department Athletics have been reassigned to the Police Department. As such, all University shuttle bus drivers now fall under the umbrella of the Department of Public Safety.

4) *Finish Construction of Mobile Command Center*

- a. In 2018 the Police Department received a FEMA grant for a trailer to convert into a mobile incident command center. The trailer has been wrapped with University colors, logos and signage and is now in need of having the interior outfitted for operational usage.

5) *Acquire Additional Patrol Vehicle*

- a. The Police Department maintains 4 patrol vehicles when all are in service and not in need of repair. In the event of an emergency response or special event with multiple duty locations we are unable to provide the tools and effects of a patrol vehicle for all officers and must rely on 3 and 4 officers per unit to respond and once on scene officers are only able to access what they carry.

6) *Upgrade CCTV System*

- a. The CCTV server which is located in the Library is in need of replacement. Moreover, analog cameras in the Library and other locations across campus have reached their

end of life or are non-functional and must be replaced. In addition, some exterior cameras need to be installed to cover problematic parking areas on campus.

7) *Replace Routers and Upgrade Camera Systems in Patrol Vehicles*

- a. The cameras and routers in our four patrol vehicles have reached their end-of-life cycles and are in need of replacement. A camera in one patrol vehicle is not operational. These cameras are a legislative requirement.

8) *Install Routers in the Upstate Shuttle Bus Fleet*

- a. Router installation in our fleet of shuttle busses will provide Wi-Fi service for our students and student athletes as they travel on University sponsored outings as well as shuttling between the main campus and the George Dean Johnson Jr. College of Business and Economics.

9) *Continue Active Shooter Training*

- a. The University police Department offers several classes each year to faculty, staff and students regarding active shooter training. This offering will continue into the operational period of this strategic plan.

- **External Goal # 2: *Enhance Community Trust, Interaction and Accountability***

Objectives: We will strive to be a model for other campus law enforcement agencies across the southeast and nationally in our approach to community policing. The USC Upstate Department of Public Safety will continue to focus on executing our duties legally and ethically according to the highest professional standards and community expectations. Not only must we adhere to these values, but just as importantly, ensure that our community understands that we are not only bearers but leaders in the application of these standards.

Moreover, the University Police Department relies on the trust, confidence, and support we have established with our community of learners. As outlined in our Mission and Vision Statements, we strive to protect and serve and will interact with all community members in a professional manner at all times. This interaction is paramount in continuing to build trust in our community. The USC Upstate Department of Public Safety will seek ways to involve the community in our department. Department members are likewise encouraged to become involved in the community in ways other than traditional 911-driven policing.

University Goal Supported: Goal # 7 Increase Community Engagement

Strategies

- 1) *Transparency:*

a. We will maintain competent and transparent internal affairs investigations that report directly to the Chief of Police. We will fairly and impartially investigate all complaints or concerns, ensuring that our intake process is open and accessible to the community. The statistical findings of these investigations will be shared with the community at the conclusion of each calendar year. Success will be measured by striving for less than 1 percent of use of force and general citizen complaints.

b. *Social Media:*

We will expand the use of social media to keep the community informed of crime trends, safety tips and general information through a Facebook page dedicated to the USC Upstate Police Department and Twitter account. We will gauge success by the number of followers viewing and responding to our social media messages.

c. *Annual Report and Strategic Plan:*

We solicit input for our Annual Report and Strategic Plan from the community and department and welcome comments and suggestions about these documents. Our department and community members are an important voice in the planning process for our goals and objectives. We will actively seek their input through meetings, social media, and our website.

d. *Customer Surveys:*

We will conduct triennial customer satisfaction surveys in the community to gauge the level and quality of our service. We will create a shared definition and model of success, using a scientific, targeted approach to measure output and outcomes. We will make adjustments accordingly based on feedback received in these surveys and measures. We will strive for our community survey to have an approval rating of at least 85 percent.

e. *Partnership Development:*

The Department of Public Safety will continue to use the fundamentals of community policing and problem-solving strategies. We will continue partnerships with other campus departments such as Student Life, Health Services, Facilities Management and Residence Life to enhance the services we provide. We will also utilize our crime prevention programs for outreach in the community.

- **External Goal # 3: *Enforcement of the Law and Reduction of Crime to Improve Quality of Life***

Objectives: The Police Department is committed to using all available resources to improve the quality of life for faculty, staff, students and visitors. The department will actively seek ways to reduce crime and fear of crime by using community policing and crime prevention strategies, enforcing criminal laws, creating community partnerships and utilizing intelligence-led policing tactics. The department recognizes that crime has an impact on our stakeholders' quality of life and will pursue all available

avenues to improve the quality of life to create an environment where all may pursue academic excellence without the distraction of criminal enterprise.

University Goal Supported: Goal # 7 Increase Community Engagement

Strategies

a. Traffic Safety:

Continue traffic safety as a campus priority. The priority for traffic safety will be shared across offices and departments but will fall primarily on patrol services, parking services, and special operations functions such as DUI and Seatbelt checkpoints. We will measure success by showing a decrease in the number and severity of accidents, an increase in the number of DUI enforcement activities and traffic warnings and citations. An educational component will include the expansion of our Fatal Vision Training Program to include driving under the influence of marijuana. Facilitated by the Office of Risk Management, the Department will continue hosting an 8 Hour Defensive Driving Class for University employees. As per University policy, this class is currently offered on a three year cycle to provide instruction for new and current employees. The Department will also offer a three year refresher class beginning in 2016. The implementation of this program has resulted in a 100% decrease in traffic accidents involving employees driving University vehicles.

b. Reduce Crime

We will partner with other campus departments, such as Student Affairs, Risk Management, the Resident State Fire Marshal, Facilities Management, and Housing and Residential Life to use all available resources to lower crime and improve the collegiate quality of life.

c. Crime Bulletins and Notifications:

In concert with the department investigator, the Office of the Chief of Police will continue to distribute emergency notifications and timely warning notices of threats to the community, crime trends and regional activity impacting the University.

d. Collection, Analysis and Information Sharing:

We will work to reduce crimes with the greatest social harm on campus through intelligence collection analysis and sharing of information regionally. We will maintain contact with our federal, state, and local law enforcement partners to proactively assess crime trends.

- **Internal Goal # 1:** Provide training for all sworn officers in compliance with South Carolina Criminal Justice Academy standards. Likewise ensure that each department officer becomes a SCCJA certified training specialist in a particular domain germane to the needs and requirements of the department. Provide Field Training Officer training to all new recruits as well as experienced officers in need of remedial training.

University Goal Supported: Goal # XIII: Foster a culture of assessment and continuous improvement throughout the University.

Strategies

a. Mandated Training:

Ensure that all sworn officers complete the SCCJA required post academy on-line training of 40 hours every three years.

b. Specific Skill Instruction:

Ensure that all sworn officers in the department become Specific Skill Instructors and SCCJA certified instructors in one or more of the following training domains:

1. Firearms
2. Patrol Rifle
3. Taser
4. Defensive Tactics
5. Defensive Driving
6. Field Training Officer Manager
7. Ground Defense
8. Speed Measuring Device
9. DUI/FST Specific Skills
10. DRE Instructor
11. Rape Aggression Defense (R.A.D.) (not an SCCJA required course)

c. Field Officer Training:

Mandate that all newly hired police officers complete a Field Training Officer (F.T.O.) program under the tutelage of a certified Field Training Officer. The training program will vary in length from 2-6 weeks depending on the experience and learning abilities of the employee. Any patrol officer needing remedial training will also be assigned to a certified Field Training Officer (F.T.O.) for an undetermined period of time sufficient to correct the remedial deficiency.

- **Internal Goal # 2:** As a microcosm of society, the University Police Department has witnessed an increase in mental health issues amongst our student population on campus. As such, officers need the appropriate tools to better deal with and understand these issues. To this end the Police Department administration is committed to providing effective mental health training for patrol officers.

a. Mental Health First Aid

All officers will successfully complete an 8 hour course on dealing with mental health issues by successfully completing this SCCJA approved course.

b. Department Policies and Procedures

All officers are required to annually review the USC Upstate Department of Public Safety policies and procedures section on Dealing with the Mentally Ill and pass the accompanying test. Policy section 04.01.09.

c. Mental Health First Aid refresher training every three years

All officers are required to complete a Mental Health First Aid refresher training every three years. This is a four hour course hosted at the Police Department. CALEA Standard 4.1.9 (4).

- **Internal Goal # 3:** With the on-going national crisis of opioid abuse, it is incumbent upon the Department of Public Safety to prepare for responses to potential opioid overdoses within our University community. To this end, our department will pursue a state funded grant to provide opioid abuse training and certification to recognize the symptoms of opioid overdoses, and to carry and disperse Narcan to persons in a critical medical condition from an opioid overdose.



We are proud to be part of the USC Upstate community! Stay connected with us at home, on campus or on the go! Follow us on Facebook at:

<https://www.facebook.com/USCUpstatePolice>

Emergencies: To report an emergency or crime in progress: **Dial 911.**

General Information: For general information on parking, police services, shuttle services, SpartAlert or other Department of Public Safety services such as door unlocks, car unlocks and battery jumps, text or call (864) 357-3008. You may also email the USC Upstate Police Department at: universitypolice@uscupstate.edu

To report a crime anonymously:

http://www.uscupstate.edu/campus_services/police/forms.aspx?ekfrm=7898

