

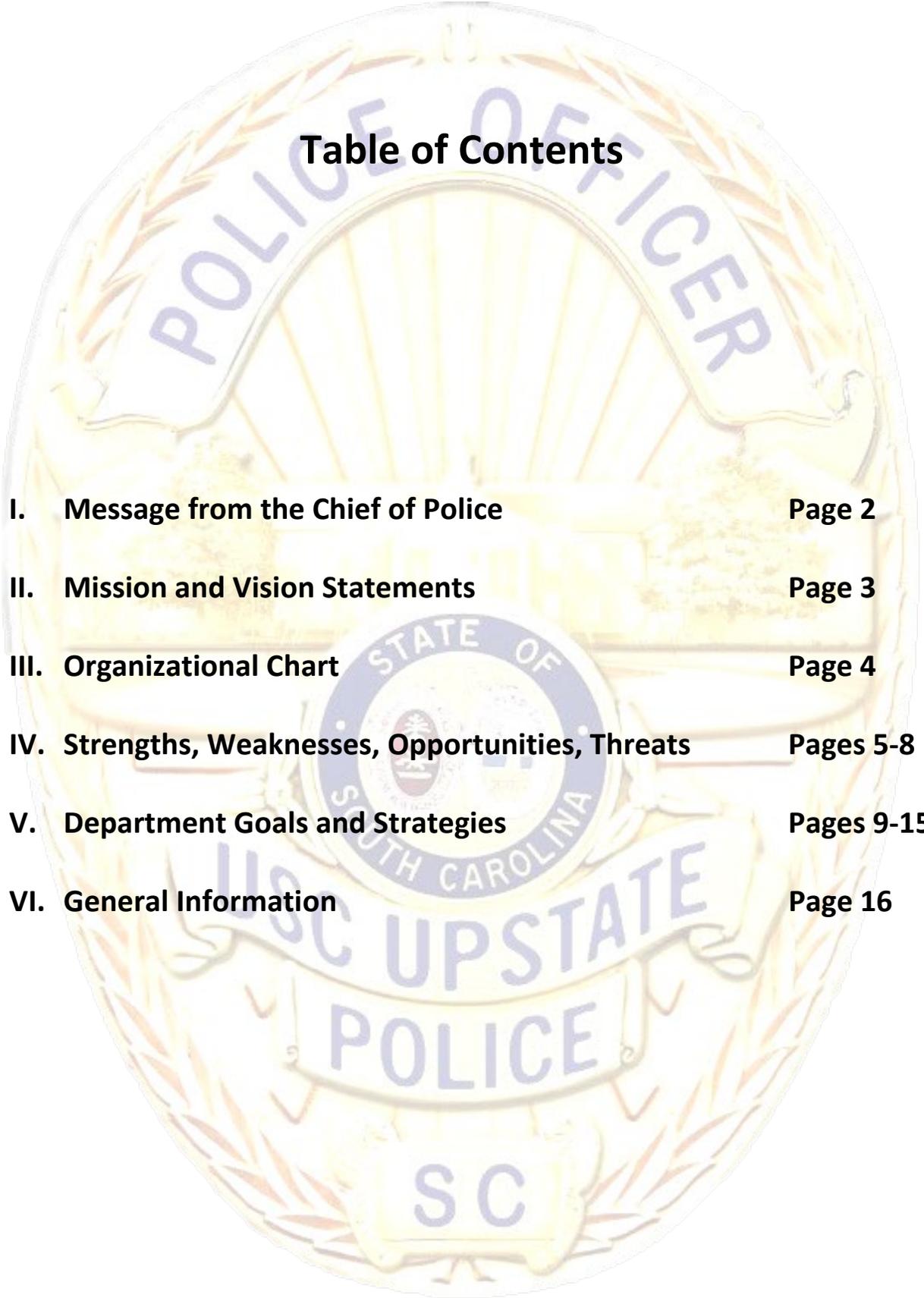
2022

# University of South Carolina Upstate Police Department

Strategic Plan  
2021-2024



Klay D. Peterson, Chief of Police  
University of South Carolina Upstate  
5/1/2022

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# A Message from the Chief...

Dear Campus Community,

May 2022

I am pleased to present the USC Upstate Department of Public Safety's 2021-2024 Strategic Plan. This is our third iteration now spanning a ten year operational period. We are posed and excited to move forward into our next four years of campus service and engagement.

As the Director of Public Safety and Chief of Police for the past 15 years it is rewarding to look back and see the maturity, growth and passion of our department and officers who caringly and effectively serve our students, faculty and staff. The evolution of community policing strategies, technologies, policies and procedures have all contributed to increased professionalization of the department, enhanced campus safety and strategic operational readiness.

We are now in our sixth year of national law enforcement accreditation through the Commission on Accreditation for Law Enforcement Agencies. CALEA sets the "gold" standard of excellence for law enforcement agencies by demanding adherence to best practices in policing. As one of only three universities in South Carolina to attain this prestigious accreditation, we continuously strive to maintain the highest standards of performance to meet or exceed the goals and objectives of this plan.

Our strategic plan is the single guiding document which identifies our priorities and encapsulates our vision for the future in providing for the safety and security of our community. This document includes our goals and objectives as well as an analysis of our strengths, weaknesses, opportunities and threats (S.W.O.T.). Moreover it provides a platform from which to look back and exam what we did well as an agency as well areas and opportunities for improvement. With an eye towards the future, it provides lessons learned and a roadmap for the next four years to enhance professional 21<sup>st</sup> century police services in a university setting.

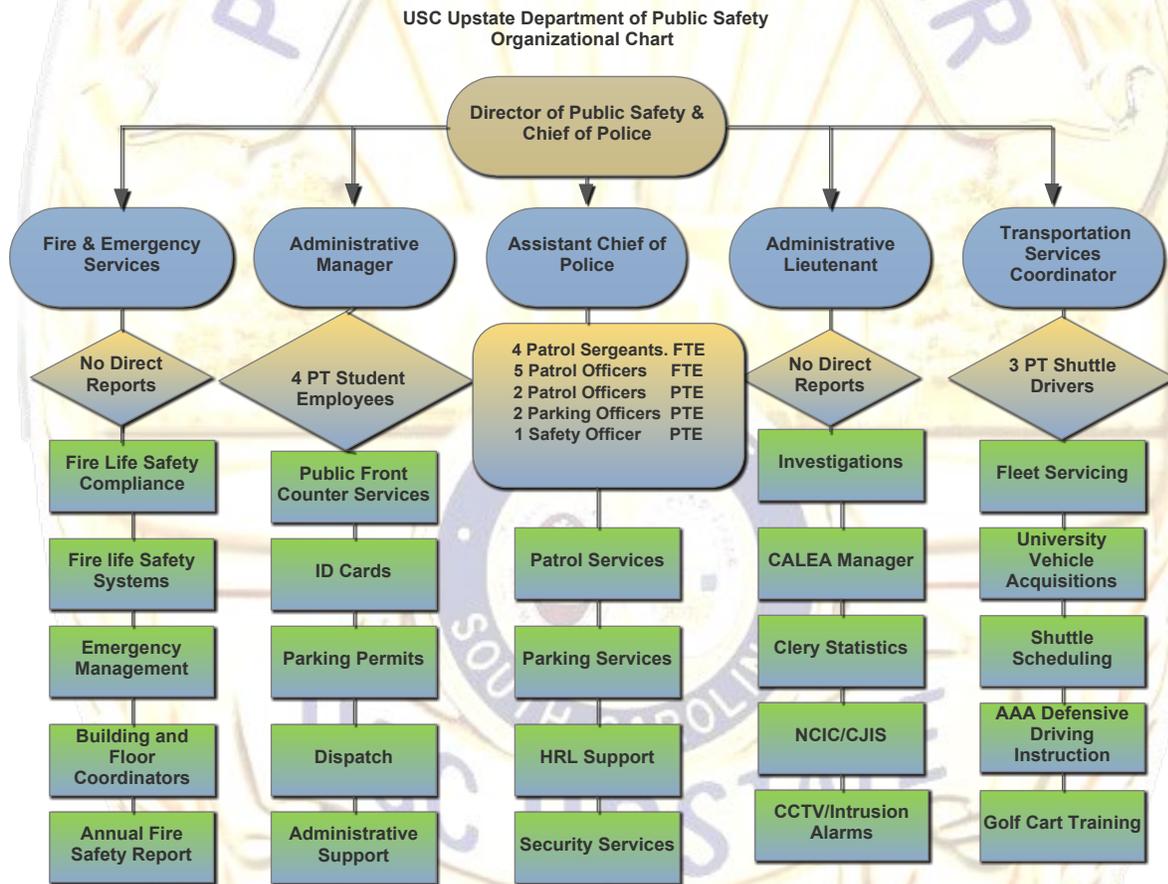
I encourage you to review our Strategic Plan initiatives which reaffirms our commitment to proactively and responsibly provide professional law enforcement services that enhance safety, security and quality of life; where faculty, staff and students may indeed flourish in the pursuit of academic excellence.

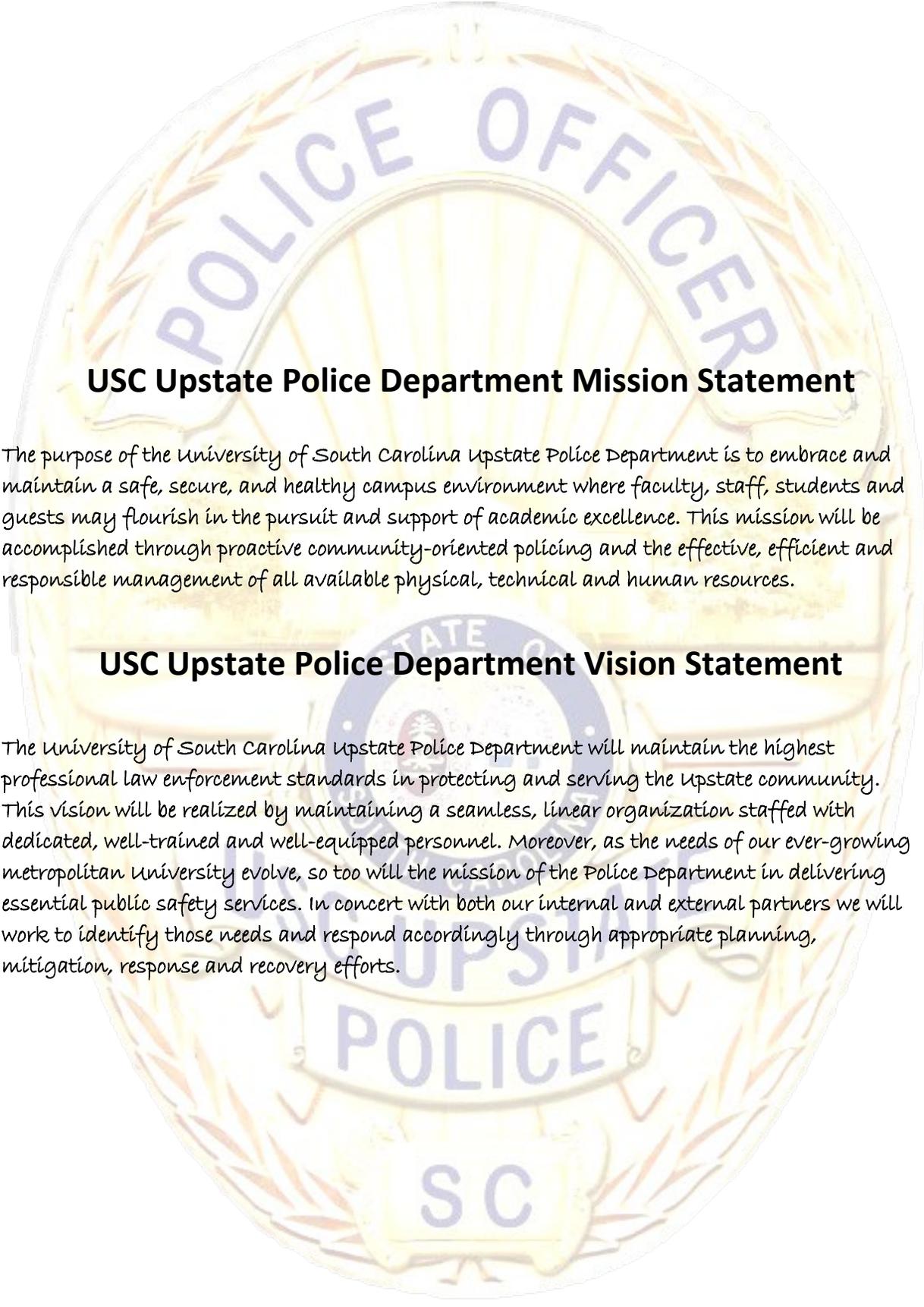
Sincerely,

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

# Organizational Chart

5/15//2022 KDP



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## **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.

# S.W.O.T. Analysis Summary

(Strengths, Weaknesses, Opportunities, Threats)

## **Current Strengths of the Department**

- *Alignment with the mission and vision of the University of South Carolina Upstate*
- *Broad-based community support*
- *Nationally accredited law enforcement agency through the Commission on Accreditation for Law Enforcement Agencies*
- *Stable and consistent senior leadership*
- *National Weather Service “Storm Ready” accredited*
- *Excellent officer training*
- *Department agility and flexibility*
- *Proactive, culturally competent, and community-oriented personnel*
- *State-of-the art equipment such as cameras, radios, message boards, license plate readers, etc.*
- *CALEA certified dispatch center*
- *Effective emergency readiness, response and mitigation*
- *Innovation-we are on the cutting edge of technology implementation in our daily work. We constantly seek out new and more effective ways to respond to our community in a positive and professional manner.*
- *Open dialog-all employees are encouraged to express ideas and suggestions without fear of punitive or discounted responses. Even when we disagree we are better for it because we have been inclusive and moved forward. Our culture is a model of linear communication rather than vertical communication.*

## **Current Weaknesses of the Department**

- *Staffing – Our staffing is down due to budgetary constraints brought about by waning enrollment. We are on the precipice of losing many officers to state, county and municipalities as our pay has fallen behind other agencies in the region. These departments are funded by taxpayer revenue and their budgets have remained steady or are increasing. Officers also fear having their positions cut. In 15 years we have not seen such turnover and unease among officers.*
- *Vehicles – Due to poor decisions by the state to cease vehicle acquisitions during the pandemic and now supply chain delays, we have been waiting two years for vehicle replacement. This has resulted in expensive on-going service and repair issues for our fleet of high mileage vehicles which are in desperate need of replacement. We have already sent one such vehicle to the junkyard. Currently we have 3 functional patrol vehicles when all are working 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 a patrol vehicle for all officers and must rely on transporting 3 and 4 officers per unit to respond.*

- *Equipment and Uniforms – Our inventory of Tasers reached end of life about two years ago and are in need of replacement. Due to budget cuts we have been unable to replace them. In addition we had to cut our uniform budget which has resulted in shabby looking uniforms donned by officers. It has been difficult to maintain a clean, professional look for all officers.*
- *Unusual occurrences-This is a two-edged sword. As evidenced by our annual crime statistics, USC Upstate is a very safe campus. However, when serious or unusual calls for service do occur, (albeit very infrequently) we have few officers with the expertise or experience to handle and investigate these incidents without considerable assistance and direction from the Chief and Assistant Chief of Police. The expertise for handling such incidents comes from experience.*
- *Bus Drivers – Transportation Services is down to three drivers and only one of these can drive the motor coach, and then only on weekends. There is high demand in the market for drivers and until recently our hourly compensation rate has lagged behind the market. We recently received authorization to increase driver pay and are hopeful we will be able to attract qualified candidates. In addition, our motor coach has been down several months as we are awaiting a part that our service companies have not yet been able to find due to manufacturer shutdowns and the age of the bus.*
- *Building and Floor Coordinators are an integral part of our emergency response plan. However, it is becoming more difficult to fill these roles as supervisors are reluctant to allow their direct reports to work in this capacity as it may take them away from their primary responsibilities. It would be helpful to have additional support from University Administration to provide support for this critical positions and perhaps even provide a small stipend for their service. Lastly, all of our Building and Floor Coordinators leave campus at 5:00 p.m. and for evening classes and activities there are no personnel to assist. Most instructors do not want to assist.*
- *The Public Front Counter operation is responsible for many tasks including ID card fabrication and distribution, processing parking permits and many other tasks including locking down our building access control systems and activating our indoor and outdoor emergency notification systems. The administrative manager has responsibility for this, however, Glynda has no back-up for this function since the PT/Temp Front Counter Technician was cut due to budget reductions.*

### **Opportunities for the Department**

- *Finish remodeling and outfitting the Police Department Mobile Incident 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 timely and effective service than a larger or more structurally rigid law enforcement agency.*
- *Finish the upgrade of our campus-wide CCTV project which includes the installation of over two hundred cameras, both interior and exterior. Funding for this project was provided by a HERF grant. Students have been clamoring for parking lot cameras for many years.*
- *Funding has recently been approved to install interior emergency notification speakers in two to three additional campus buildings. This will expand our existing notification system from three buildings to five or six (depending on cost). Hopefully we will gain additional funding each*

*budget year going forward to provide this additional layer of emergency readiness in all campus buildings.*

- *This past year we were also grant funded for license plate readers at the entrances to the University. This will assist in quickly identifying wanted and/or dangerous individuals who may pose a threat to our community.*
- *Acquire and install a cargo container for supply and equipment storage.*
- *Thanks to yet another HERF funded opportunity, we were able to replace our outdated and less than effective 400 MHz radios which are used by Building and Floor Coordinators to communicate with the Department of Public Safety during training exercises, emergencies, and severe weather events. We were also able to replace our end of life police band 800 MHz radios.*
- *Mental Health Education-As a University we can offer training and awareness of mental health issues to all University constituents to address the issues of early intervention and prevention of potential violent incidents on campus.*
- *Transition the Fire Marshal position from a PT/Temp position to an FTE*

### ***Known or Anticipated Threats to the Department***

- *Increased multi-family housing within our sphere of influence with no upgrades in infrastructure which has created additional traffic congestion.*
- *Accessibility-As an open campus we are constantly under the possibility of unknown assailants entering campus to commit criminal acts including acts of violence. In addition, while the campus experiences a far lower crime rate, the immediate surrounding area with high density housing units experiences calls for service and violent crimes more routinely. The possibility of these incidents spilling over into the campus is a reality due to the mobility of perpetrators and proximity to campus.*
- *Increased mental health issues amongst our student population*
- *Increasing traffic through campus due to the proliferation of multi-family housing within our sphere of influence*
- *Climate change has brought upon the threat of more severe storms and tornadoes affecting University operations.*
- *An active assailant event on campus*
- *A reduction in patrol personnel due to declining enrollment*
- *Over reliance on technology*
- *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.*
- *Retention-Due to budgetary reductions, officer retention has become an issue as employees continue to seek job security and monetary compensation in line with the demands placed upon officers in this day and age. Finding qualified officers is more and more difficult due to this dynamic while the pool of applicants continues to shrink. Our department is lagging far behind in officer compensation and benefits. Compounding the challenge is that from notice of a job opening to the time a trained and qualified officer can operate as solo unit is close to a year in elapsed time.*

Meanwhile, those still working must fill in and work extra shifts to maintain our safety levels while increasing the potential for job burnout. Since our employees are our most valuable asset, it requires approximately \$20,000 per officer to train and equip.

It may seem counterintuitive but, at a time when budget reductions and staffing are occurring, the best method to maintain these human assets is to offer competitive pay and benefits to prevent the exodus to agencies offering far more in compensation, perks and sense of stability.



# Department Goals and Strategies 2021-2024

The USC Upstate Department of Public Safety has adopted the following goals for the period inclusive of 2021-2024.

## **External Goal # 1: *Maximize Resources for Delivery of Effective Public Safety Services***

**Objectives:** The USC Upstate Department of Public Safety is committed to being effective 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 2022 the Department secured funding of \$ 100,000 to upgrade the SpartAlert Emergency Notification System by adding the following enhancements to the system:

- a. Install two to three indoor emergency notification systems in the Rampey, College of Arts and Sciences (CASB) and Kathryn Hicks buildings (dependent on cost). These systems will notify occupants of weather-related or manmade threats to campus. These systems will be connected through the fire life safety systems in each building and integrated into our existing campus-wide emergency notification system.
- b. Integrate existing electronic message boards into the SpartAlert Emergency Notification System.

### 2) *Acquisition of New Patrol Vehicles*

- a. The Police Department is currently down one patrol vehicle due to production delays. A replacement has been ordered and should arrive sometime in the summer of 2022. Another patrol vehicle has also reached its end of life and needs to be replaced. A replacement has been ordered and is estimated to arrive sometime at the end of 2022. Production delays could hinder when the police department receives these vehicles.
- b. Two additional speed trailers with license plate readers are needed to cover the remaining two entrance/exit points to the USC Upstate campus. The USC Upstate Department of Public Safety currently has two message boards with LPR's and one speed trailer with LPR's.

However, this leaves two major entrance/exit points to the campus that cannot be monitored for suspect vehicles that are entering or leaving our campus.

3) *Finish Construction of the Mobile Incident Command Center*

- a. In 2018 the Police Department received a FEMA grant for a mobile 32” trailer to convert to 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. In 2021 the department received HERF funding to complete interior modifications. It is anticipated this project will be completed in early June 2022.

4) *Intrusion Alarm System Upgrades*

- a. The alarm panel in the HEC Cashier’s Office and the HEC Bookstore are the only two alarm panels left on campus to be upgraded. Once completed, all the intrusion alarm systems on campus will be transitioned to USC Upstate’s IP network.

5) *Upgrade and Expand the University Closed Circuit Television (CCTV) system*

- a. In 2021 the Department of Public Safety received HERF funding to replace and expand our existing, outdated CCTV system. The grant ward for this project is \$ 187,545.00 and includes the installation of 86 exterior cameras and 210 interior cameras for a total 296 cameras across campus. Completion of this project should occur in summer 2022.

6) *Continue Active Shooter Training and Evacuation Training*

- a. The University Police Department offers several classes each year to the campus community. This year emphasis will be placed on training faculty personnel on both active shooter training and evacuation procedures including sheltering in place, relocation to a severe weather shelter area, building evacuation and evacuation of campus.

In addition, Facilities personnel are needed to support University Police in traffic control and other ancillary tasks in an emergency situation such as an active assailant or other major incident. Joint training between and police and facilities personnel is needed.

7) *Replacement of Police Band and Building and Floor Coordinator Band Radios*

- a. Police band radios have reached end of life while Building and Floor Coordinator radios are consist of an outdated technology. Effective communications during a crisis situation is of paramount importance.

8) *Revitalize our Rape Aggression Defense Program*

- a. The pandemic of 2020 necessitated the pause of providing our Rape Aggression Defense program (R.A.D.). With University operations back to standard operating procedures we will begin offering this training to our community.

- ***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 our community understands 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. In the operational period of 2018-2021 there were no citizen complaints received regarding excessive force, discrimination or racially motivated profiling.

- 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. 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 our community stakeholders 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. *Community Outreach:*

1. Continue monthly “Fist Bump” Fridays to engage faculty, staff and students
2. Continue the annual Safety Walk program with the Student Government Association and other campus partners such as Facilities, Housing and Residential Life, and Student Affairs
3. Provide an open forum with students by hosting Pizza with the Chief in the residence halls
4. Monthly meetings with the Chief of Police and a representative from the Student Government Association
5. Patrol officers to attend all freshman orientation sessions to connect with new students
6. Utilize the outdoor electronic message boards to welcome students to campus and advertise selected campus events in partnership with the Admissions Office and Special Events
7. Officers will increase public relationships on campus by attending various campus events and sporting events. Officers can also increase public relationships by handing out candy during holidays such as Christmas, Thanksgiving, Kwanza, Hanukkah, etc.

**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 campus life 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. 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 refresher class is offered every three years. Implementation of this program has resulted in a 100% decrease in traffic accidents involving employees driving University vehicles.

Officers will continue to monitor intersections and crosswalks for drivers that choose not to stop for stop signs or pedestrians attempting to cross the road. Officers will also continue to monitor drivers for driving impaired and/or without a seatbelt.

A speed monitoring device has been acquired this year and placed on streets where excessive speed is a concern to remind motorists to slow down and maintain posted speed limits on campus.

*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. This extends to external public safety partners.

To augment crime reduction strategies we will utilize our newly acquired license plate readers which are mounted on our two electronic message boards and speed monitoring trailer. These readers quickly identify wanted vehicles and wanted persons driving such vehicles that may present a threat to campus.

Officers will ensure that burglar alarms and call boxes are checked on a routine basis. Proper operating equipment is essential to the safety of our students, faculty and staff.

*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. This applies not only to man made threats but severe weather events, and major traffic incidents.

*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.

We are the sponsoring law enforcement agency for the newly created USC Upstate Crime Analysis Center directed by Dr. Michelle Covington. In this capacity the department serves as a resource for the Center in providing law enforcement administrative services. Relatedly the Police Department Office of Investigations is outfitted with state-of-the-art APHIS fingerprint identification technology.

We are engaging in a partnership with Spartanburg County and the City of Spartanburg in sharing a common report management system (Spillman) which allows for seamless access to criminal intelligence information sharing between agencies.

### **External Goal # 3: Enhance Preparations and Training for Severe Weather Response**

Objective: Become certified as National Weather Service “Storm Ready” certified University. To support this endeavor add new training exercises to include “live’ training drills to shelter in place and relocate students to severe weather shelter areas.

### **Internal Goal # 1: Relevant and Effective Training for Sworn Officers**

Objective: 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.

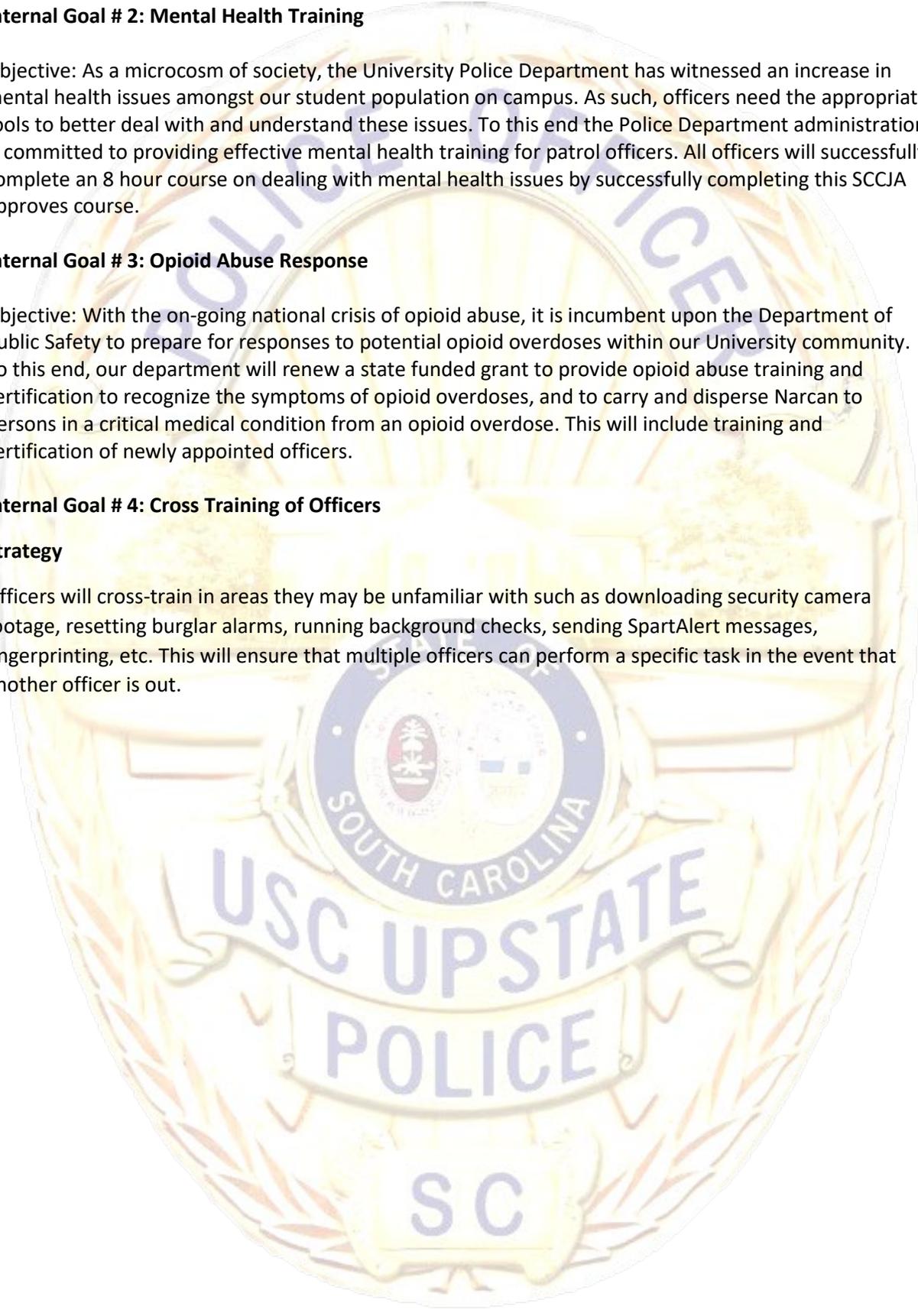
##### *b. Specific Skill Instruction:*

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 Supervision
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.

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## **Internal Goal # 2: Mental Health Training**

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

## **Internal Goal # 3: Opioid Abuse Response**

Objective: 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 renew 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. This will include training and certification of newly appointed officers.

## **Internal Goal # 4: Cross Training of Officers**

### **Strategy**

Officers will cross-train in areas they may be unfamiliar with such as downloading security camera footage, resetting burglar alarms, running background checks, sending SpartAlert messages, fingerprinting, etc. This will ensure that multiple officers can perform a specific task in the event that another officer is out.

## General Information



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**. For non-emergencies, business and information dial (864) 503-7777.

**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](mailto:universitypolice@uscupstate.edu)

**To report a crime anonymously:**

<https://www.uscupstate.edu/campus-services/campus-police-and-parking/how-to-report-a-crime/crime-report-form/>