

Texas State University Police Department



Five Year Strategic Plan 2019 – 2023

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LETTER FROM THE CHIEF OF POLICE



Bobcat Community,

On behalf of the dedicated public servants at the Texas State University Police Department I want to welcome you to our department and our campus. Our department strives to live our vision and mission statements. We are committed to be a high-performing, diverse team that provides a safe and inclusive learning and working environment. This strategic plan is reflective of this commitment.

We are a community-oriented police department that believes our success lies in our ability to be actively engaged with the community we serve. Engaging in open communication with our stakeholders allows us to proactively identify and address campus concerns in a timely manner. Our community is a vital part of the UPD team.

UPD is committed to Texas State University's strategic goals. This strategic plan is intended to support our university's efforts in fulfilling these important initiatives.

Ongoing input from our community is a vital piece of this plan and we welcome feedback from student groups, university organizations, university departments and individuals. Your input is always beneficial and insightful and will help us improve UPD. We look forward to collaborating with you in the future to create a safe and inclusive working and learning environment.

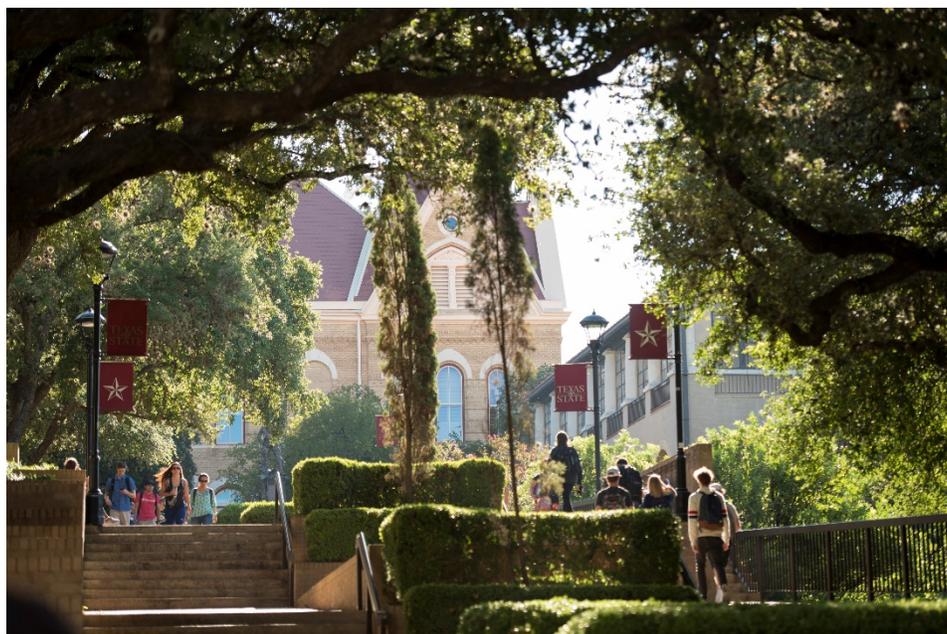
Sincerely,

Laurie Espinoza Clouse
Chief of Police

SECTION 1: GENERAL INFORMATION

Texas State University

Texas State University is located in Round Rock, Texas, and in San Marcos, Texas on the banks of the San Marcos River. The university was founded in 1903 as Southwest Texas State Normal College and became Texas State University in 2013. It is the 4th largest university in the state of Texas. The university's Fall 2018 enrollment included 38,661 students in both graduate and undergraduate studies. In addition to the student body, the university community includes approximately 3,400 faculty and staff. The San Marcos campus is approximately 507 acres and the Round Rock Campus is approximately 101 acres. In addition, Texas State University maintains approximately 4,000 additional acres of academic, agricultural, research and recreational areas. The University has more than 220 buildings and nearly 7,000 students live on campus.



City of San Marcos



The city of San Marcos is the county seat of Hays County, Texas. Located in the heart of central Texas, San Marcos is a historic community between Austin and San Antonio. As of 2018 the population of San Marcos was 64,589 (“San Marcos Year in Review” 2018). The city of San Marcos operates a Fire/EMS service and the San Marcos Police Department. Hays County operates the Sheriff’s Department. The San Marcos Police Department, Hays County Sheriff’s

Office and Texas Department of Public Safety (DPS) may aid UPD as requested. The San Marcos Fire Department provides Fire/EMS/Rescue services to the TXST San Marcos campus.

Texas State Police Department

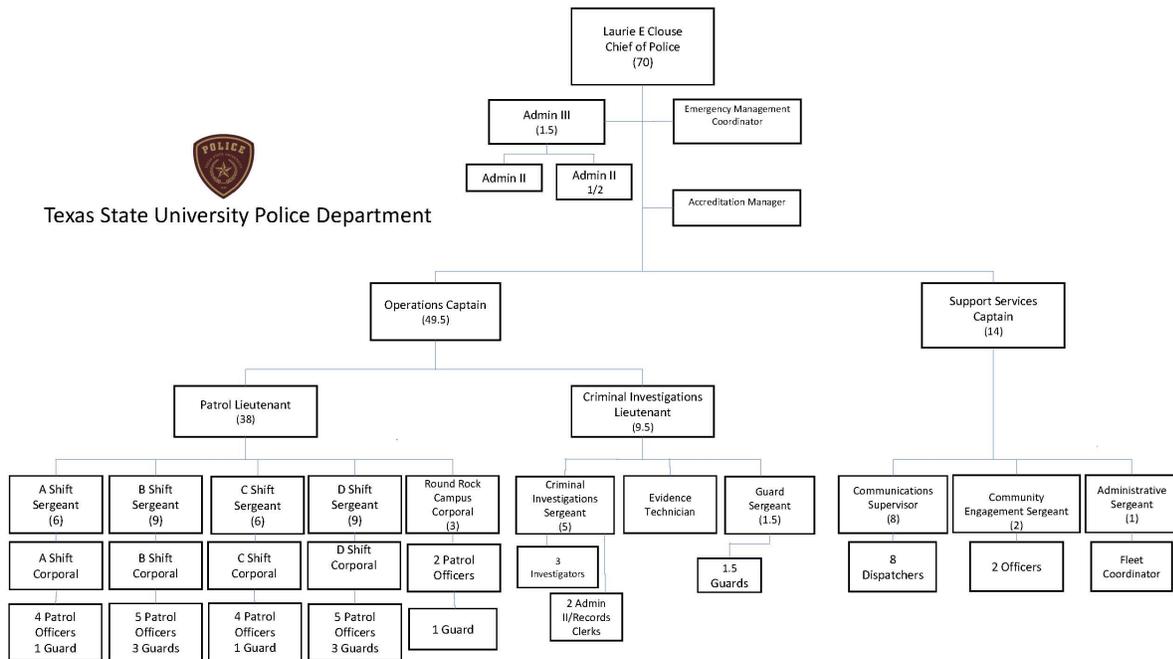


TEXAS ★ **STATE**

POLICE

UPD consists of 2 divisions with approximately 63 full time employees, including sworn police officers, dispatchers, and administrative personnel. The department has jurisdiction within the TXST campus, the city of San Marcos, and any county where the Texas State University System maintains property. Currently the department is authorized for 39 sworn full time police officers all of whom are Texas Commission on Law Enforcement (TCOLE) certified and enforce all municipal laws and state laws. The police department provides service to the campus community 24 hours a day and 365 days a year.

The Texas State Police Department plans to seek dual national accreditation from both the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the International Association of Campus Law Enforcement Administrators (IACLEA).



Departmental Mission Statement

The Texas State University Police Department mission is to employ highly skilled personnel who pursue excellence through training, education, and professional development; facilitate a safe & inclusive learning and working environment by providing a high level of safety and professionalism; and will serve with integrity, respect, transparency, and innovation.

Departmental Vision Statement

Be a high-performing, diverse team, committed to the principles of community policing through the demonstration of best practices in university law enforcement while providing a safe and inclusive learning and working environment.

Departmental Values

In addition to the University's core values, the members of UPD adhere to the following values to guide our conduct:

- **Transparency** – availability of information for effective collaboration and cooperation with our community
- **Respect** – treat everyone with dignity and compassion
- **Integrity** – uphold the highest ethical standards
- **Innovation** – create visionary solutions in the pursuit of excellence

Police Facilities

UPD is located on the first floor of the Nueces Building on the San Marcos campus, and in offices on the second floor of the Avery Building in Round Rock.

The Nueces Building houses all divisions of the police department including; operations and support services, as well as the Bobcat Bobbies and the Public Service Officers/Guards.

UPD is currently engaged in the design process for a new building to be located on the Northwest edge of the San Marcos campus.



SECTION 2: OPERATIONAL OBJECTIVES AND STRATEGIC GOALS

University Goal: Provide the necessary services, resources, and infrastructure to support the university's strategic direction.

Objective 1: Maintain a Safe, Secure and Inclusive Campus Community

Strategic Goal: Demonstrate best practices through effective, efficient, collaborative, and innovative methods supportive of the learning environment.

Action Items: The Texas State University Police Department will:

- Purposefully and objectively investigate all criminal activities occurring within our jurisdiction. Assist other agencies as requested.
- Engage with students, faculty, and staff to build relationships and promote open dialogue.
- Conduct high visibility patrols (foot, bicycle, and vehicle).
- Using a predictive policing model, identify crime trends and distribute resources accordingly.
- Collaborate with community partners to develop effective operational plans for large-scale events on campus.

- Maintain collaborative working relationships with local, state, and federal law enforcement partners to identify emerging trends or concerns that may affect the campus community.
- Engage with community partners to review and identify campus safety concerns that can be addressed by crime prevention initiatives.
- Regularly review crime trends and recommend security camera placement throughout campus.
- Create an initiative to implement a K-9 program to be utilized in the detection of possible explosives at large scale events and other campus activities.
- Participate in the university Student Behavioral Assessment Team (SBAT), which seeks to proactively identify students in need of intervention.
- Identify and evaluate technology trends to ensure the police department is utilizing appropriate tools and technology to enhance the delivery of services.

University Goal: Provide the necessary services, resources, and infrastructure to support the university's strategic direction.

Objective 2: TXST Police Department will recruit and retain highly motivated employees to meet the needs of an evolving university community.

Strategic Goal: Recruit and retain a professional workforce that demonstrates best practices while pursuing excellence through training, education, and professional development.

The TXST Police Department will:

- Actively recruit candidates that reflect the diversity of the campus community we serve.
- Utilize a streamlined hiring process, in compliance with university hiring standards, designed to offer employment to qualified applicants in a timely manner.
- In conjunction with our Human Resources partners, routinely review current salaries and market data of other police departments of similar size, scope and responsibility.
- Ensure all sworn personnel will meet or exceed the required training mandates of the Texas Commission on Law Enforcement (TCOLE).
- Provide additional and continuing training as trends emerge affecting law enforcement. Such areas include but are not limited to the national opioid epidemic, improved response to mental health crisis calls, sensitivity training, implicit bias awareness, de-escalation techniques, and domestic terrorism concerns.
- Engage in continuous leadership and supervisory training for new and current supervisors.
- Develop succession plans and coaching programs to ensure smooth transitions during leadership changes.
- Regularly evaluate work assignments and patrol rotation schedules for effectiveness and efficiency. Modify as appropriate to maximize the benefits to employees, the department and the university.

University Goal: Promote the success of all students.

Objective 3: TXST Police Department will maintain a high level of community engagement and communication.

Strategic Goal: In collaboration with stakeholders, provide programs and training opportunities to educate our community and strengthen relationships. We will utilize media platforms to interact with the community.

Action Items: The Texas State University Police Department will:

- Work with internal stakeholders to provide beneficial programs covering multiple public safety topics including but not limited to:
 - Active Threat Training
 - Theft Prevention
 - Substance and Alcohol Abuse Awareness
 - General Safety Awareness
 - Community Engagement Events
 - Self Defense Training
- Collaborate with our campus partners to enhance the safety and security of campus.

These partners include but are not limited to:

- Dean of Students Office
- Office of Equity and Inclusion
- Housing and Residence Life
- Environmental Health, Safety, and Risk Management
- Greek Affairs

- Healthy Cats
 - Athletics
 - Center for International Studies
 - Campus colleges, schools and academic departments
 - Division of University Media Relations Communications and Marketing
 - Student Government
 - Faculty Senate
 - Staff Council
 - Recognized University Student Organizations
- Solicit feedback from campus partners to identify opportunities for the enhancement of safety and security on campus.
 - Effectively utilize a variety of media platforms to provide quality and timely communication.
 - Foster relationships with student government, Faculty Senate and Staff Council to enhance feedback related to campus concerns.
 - Participate in orientation sessions for students, parents, and employees focusing on campus safety initiatives and police services.
 - Collaborate with Athletics staff to develop and implement training for new student athletes with particular attention given to alcohol use, drug use and domestic and intimate partner violence.
 - Develop relationships with TXST Greek organizations to provide educational opportunities related to campus safety.

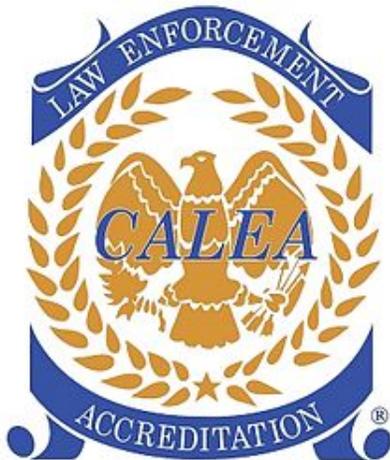
University Goal: Provide the necessary services, resources, and infrastructure to support the university's strategic direction.

Objective 4: TXST Police Department will pursue CALEA and IACLEA accreditation credentials.

Strategic Goal: Engage in the accreditation process with the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the International Association of Campus Law Enforcement Administrators (IACLEA) to demonstrate compliance with identified best practices for law enforcement agencies.

Action Items: The Texas State Police Department will:

- Create policies and procedures that meet accreditation standards and current best practices in law enforcement.
- Pursue accreditation with both CALEA and IACLEA.
- Identify and evaluate technology trends to ensure the police department is utilizing appropriate tools and technology to enhance the delivery of services.



University Goal: Provide the necessary services, resources, and infrastructure to support the university's strategic direction.

Objective 5: Prevent, Prepare, Respond, Mitigate, and Recover from a major event, emergency, or disaster at Texas State University.

Strategic Goal: TXST will collaborate with internal and external stakeholders to establish and execute a comprehensive emergency plan, including protocols and policies for the TXST community.

Action Items: The Texas State Police Department will:

- In collaboration with internal and external stakeholders, update the Texas State University Basic Emergency Plan annually or when significant changes occur.
- Inform the Campus Community on Emergency Management activities and initiatives.
- Train the appropriate campus community members and UPD staff on Critical Incident Response, Incident Command System, Mass Casualty Response, and Evacuation Planning.
- In coordination with collaborating agencies and the campus community, plan, lead and participate in tabletop exercises that include dynamic training evolutions.
- Plan, lead and participate in comprehensive educational programs designed to maximize community preparedness and safety.
- Consult with external and internal partners to conduct regular updates to the Threat and Hazard Identification and Risk Assessment (THIRA).

- Continue participation in the Threat Liaison Officer program in conjunction with the Austin Regional Intelligence Center.
- Establish and maintain Building Safety Coordinators for all campus buildings who will be involved with evacuation assistance, as well as planning for prevention and mitigation of manmade and natural threats to their assigned building.
- Implement [Crime Prevention Through Environmental Design](#) best practices.
- Conduct incident After-Action reports, and debriefings for complex or large-scale operations.
- Purchase and maintain equipment and resources to augment the safe deployment and response to disaster or emergency events.

SECTION 3: ANTICIPATED POPULATION AND WORKLOAD TRENDS. ANTICIPATED PERSONNEL NEEDS

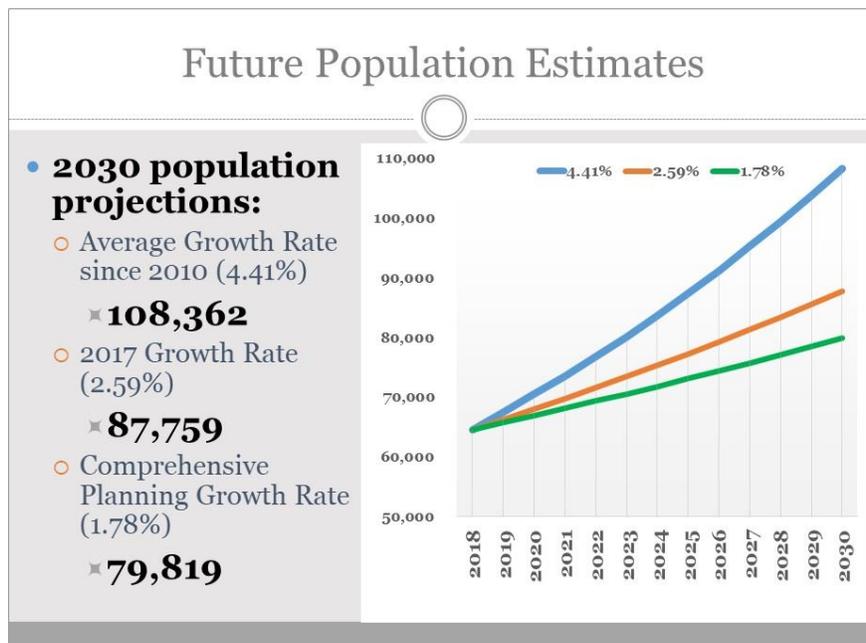
Population Trends

As of fall 2018 the campus enrollment for Texas State was 38,644. This enrollment signifies an increase of 3,098 students or 8.0 percent in the last 5-year cycle (Fall 2013 to Fall 2018). The Texas Higher Education Coordinating Board enrollment estimates for 2020 and 2025 are 40,506 and 43,136 respectively (“Enrollment Forecast 2017-2030”, 2017).

University Enrollment by Level



The city of San Marcos estimated population as of January 1, 2018 was 64,589 (City of San Marcos Population Estimates). The population growth rate from 2010-2017 was 28.6 percent (City of San Marcos Population Estimates). The current projected population for the city of San Marcos by the year 2030 is 108,362 based on average growth rate since 2010 (City of San Marcos Population Estimates). The city of San Marcos was recently deemed one of the fastest growing cities over 50,000 in the US (City of San Marcos Population Estimates). The population growth will increase visitors and guests to campus. This population growth will increase the number of people living adjacent to campus boundaries, increasing the use of public roadways and sidewalks that pass-through campus.



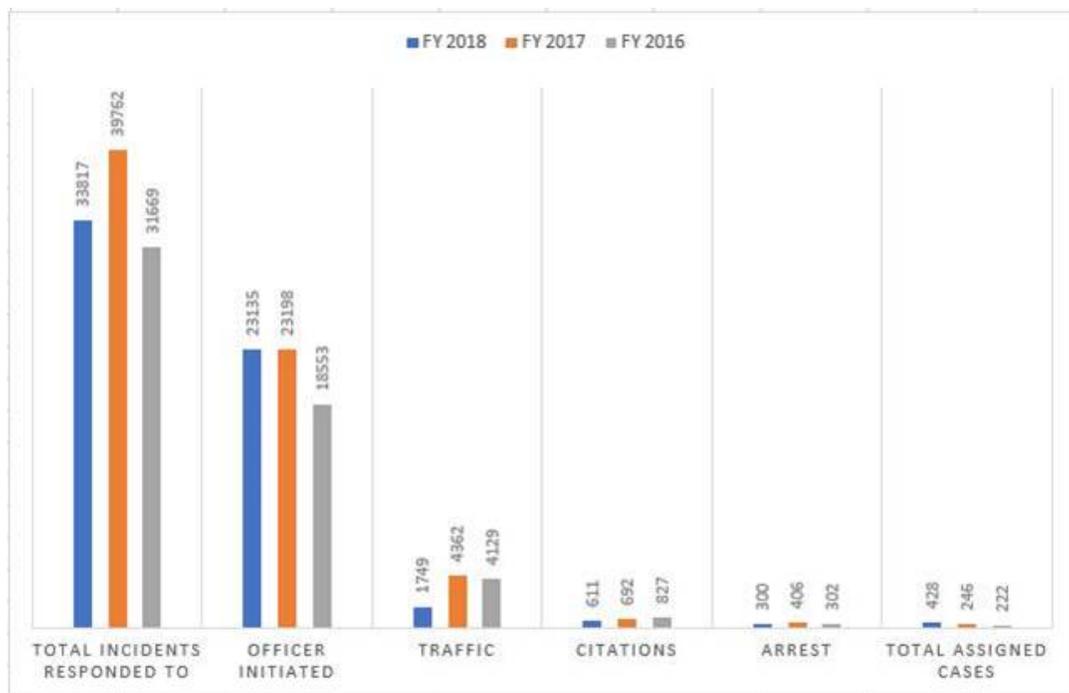
Daily Patrol Operations

The TXST Police Department generally operates with a minimum staffing of four officers per shift which includes a sergeant and corporal who serve as shift supervisors. Patrol shifts operate on a 12-hour work schedule. Day shift operates from 6 am to 6 pm. The night shift operates from 6 pm to 6 am. The patrol shifts are under the direction of a Patrol Lieutenant. The Lieutenant is a member of the departmental senior command staff.

Departmental activities for FY 2018 are as follows:

<u>Activity Type</u>	<u>Count</u>
Total Incidents Responded To	33,817
Officer Initiated Activity	23,135
Traffic Stops	1,749
Total Citations	611
Total Arrests	300
Total Assigned Cases	428

The following chart shows the same data for FY 2016 to 2018.



Special Event Staffing

In addition to normal daily operations, UPD provides officers for many special events across campus. These events cover a wide range of activities. Some events may be staffed with a single officer while large scale events can be staffed with as many as 40 officers.

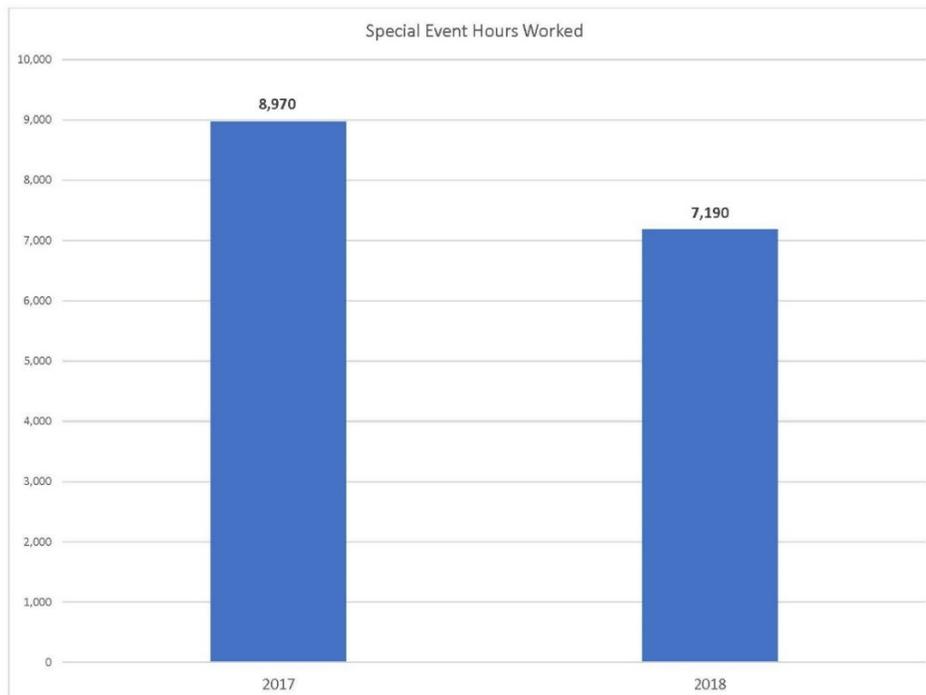


The following chart represents the total special event hours worked in 2017 and 2018.

UPD mitigates special event staffing impacts for major campus events by utilizing sworn officers from local agencies.

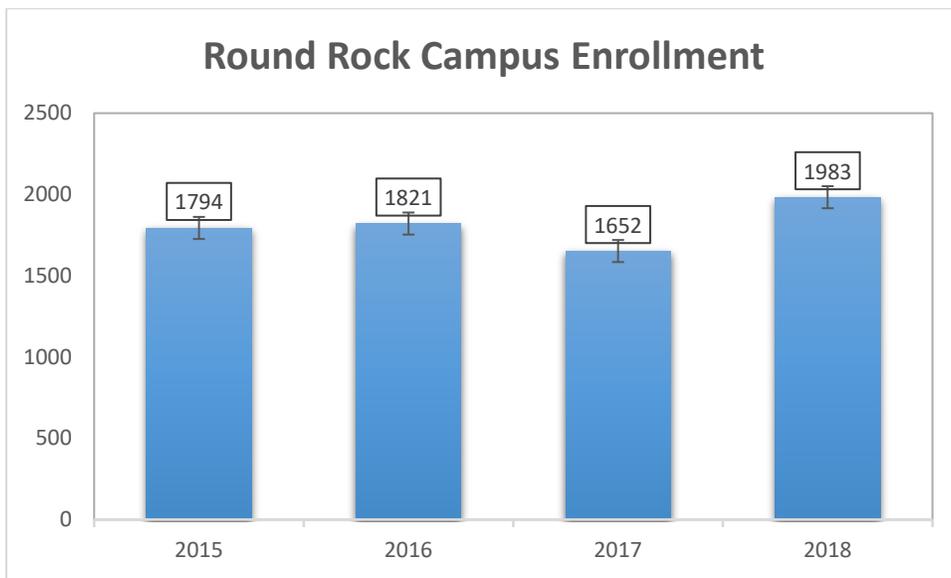
Anticipated Workload Trends

Analysis over the 3-year period from 2016-2018 indicates that all reported and tracked daily activity categories (total incidents responded to, total traffic stops,



total cases, total arrests and total citations) have fluctuated due to many factors, to include staffing shortages and changes in data collection. Based on the forecasted enrollment growth for the next 5 years, UPD will need to add at least 1 sworn position per year for the next 5 years to reach staffing levels that are comparable to peer universities.

However, several other driving factors may necessitate additional staffing. The continued increase in campus special events and other large gatherings on campus, as well as the addition of new programs at the Round Rock campus, will be potential driving forces in the need for additional manpower. Enrollment trends, particularly the changes in the day/night ratio of students, for the Round Rock campus also indicate the need for continued growth.



The Round Rock campus is staffed by a police corporal, 2 police officers, and a guard. This location may soon require 24-hour police staffing due to growth and the presence of a sleep lab on campus.

A workload analysis for each division of UPD will be conducted at least every 3 years in order to assist with monitoring and planning for workload needs.

SECTION 3: CAPITAL IMPROVEMENT, EQUIPMENT AND FACILITY NEEDS

As the department continues to pursue our strategic goals the continuing purchase and use of modern, high quality equipment is paramount.

This includes officer equipment such as body armor, radios, cameras, and weapons, but also larger purchases such as those that have been identified below:

UPD Strategic Planning Capital Expense				
	FY2021	FY2022	FY2023	FY2024
Patrol Vehicle Replacement	90,696.00	97,254.00	102,116.00	107,221.00
K9 Vehicle			68,000.00	
K9+training			15,000.00	
Mobile Radio Replacement Cycle	7,000.00	7,350.00	7,700.00	8,150.00
SafeRide Van Replacement	35,000.00			
ATV + Equipment		26,000.00		
Total	\$132,696	130,604.00	\$192,816.00	\$115,371.00

SECTION 4: ANNUAL REVIEW AND REVISION PROCESS

The Five-Year Strategic Plan will be reviewed annually. The review will be conducted in September of each year to coincide with the beginning of the campus fiscal year. Reviews and revisions will be made at this time.

Updates to the document will be added as addendums to the original plan. A strategic goal assessment tool will be created to track our progress on each action item.

During the annual review process, special attention will be given to any changes in IACLEA and CALEA accreditation standards that would affect this plan.

References

2018 Year in Review Planning and Zoning (May 2019)

<https://www.sanmarcostx.gov/DocumentCenter/View/13319/2018-Annual-Report-PDF>

Enrollment Forecast 2017-2030 (2017)

<http://www.thecb.state.tx.us/reports/PDF/9111.PDF?CFID=101696188&CFTOKEN=14929581>