UAB Police and Public Safety
Strategic Communications Plan

University of Alabama at Birmingham
Police and Public Safety Department
Introduction

Professionally, effectively, and caringly—this is how the men and women of the UAB Police and Public Safety Department seek to serve the UAB community. Our philosophy of community policing integrates crime prevention, problem resolution and community involvement in an unprecedented manner, allowing us to provide the support and service deserved by students, employees and UAB guests. Accredited by the Commission on Accreditation for Law Enforcement Agencies and the International Association for Campus Law Enforcement Administrators, the UAB Police and Public Safety Department has earned a reputation for excellence.

The University of Alabama at Birmingham is committed to providing a safe and secure environment for all students, faculty, staff, patients and visitors. Located in the city of Birmingham, UAB is part of a greater urban community. Within campus boundaries, there is a mixture of public and private property. Our campus boundaries are I-65; 10th, 11th, 12th, Avenues South; 22nd Street South and 2nd Avenue South. Overall, the campus consists of approximately 636 acres and 216 academic, residential and recreational buildings, which translates into nearly 16 million square feet of functional building space.

A city within a city, UAB has over 21,000 students and more than 23,000 employees. Campus residence halls can accommodate over 2,500 students. There are also numerous visitors who come to campus. During special events, the number of visitors can exceed 50,000.

UAB Facilities maintain university buildings and grounds with a concern for safety and security. Its staff regularly inspects the campus, evaluates lighting and makes repairs affecting safety and security hazards such as broken windows and locks. The UAB Police and Public Safety Department and other departments assist UAB Facilities by reporting potential safety and security hazards.

No campus is isolated from crime; however, UAB has taken responsibility to employ a variety of security measures to protect the campus community. All persons who come to campus are expected to obey all laws and institutions and department rules related to the use of each facility.
Mission Statement

To provide high-quality, accessible service to the University of Alabama at Birmingham community that helps foster safety and security on campus by being responsive to the changing needs of our customers.

Vision Statement

The University of Alabama at Birmingham Police and Public Safety Department will be the vanguard of safety for our University community by doing anything for anybody at any time.

Code of Ethics

As a law enforcement officer, our duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression and intimidation and the peaceful against violence or disorder; and to respect the constitutional rights of all to liberty, equality and pursuit of happiness.

We will keep our private lives unsullied as an example to all and will behave in a manner which does not bring discredit to us or the agency. We will maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in our personal and official life, we will be exemplary in obeying the law and the regulations of our department. Whatever we see or hear of a confidential nature or that is confided to us in an official capacity will be kept ever secret unless revelation is necessary in the performance of our duties.

We will never act officiously or permit personal feelings, prejudices, political beliefs, aspirations, animosities or friendships to influence our decisions. With no compromise for crime and with relentless prosecution of criminals, we will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force and never accepting gratuities.

We recognize the badge of our office as a symbol of public faith, and we accept it as a public trust to be held as long as we are true to the ethics of the police service. We will never engage in acts of bribery nor will we condone such acts by other police officers. We will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.

We know that we alone are responsible for our own standard of professional performance and will take every opportunity to enhance and improve our level of knowledge and competence.

We will constantly strive to achieve these objectives and ideals, dedicating ourselves before God to our chosen profession. - Law Enforcement
Responsibilities

Primarily responsible for protecting the life and property of people on the UAB campus, officers patrol the campus 24-hours/7 days per week and provide a full range of public safety services to include: investigating criminal incidents and traffic accidents, providing first response to emergencies, enforcing local, state and federal laws, in addition to enforcing University policies, completing criminal and traffic reports and conducting crime awareness and prevention programs.

When a criminal act is reported, the Department will investigate the incident and make every reasonable effort to identify the offenders. Depending on the wishes of the victim, nature of the offense and the evidence gathered, the case may be presented for prosecution in the criminal courts of Alabama.

If a member of the UAB community is identified as an offender in an incident, the UAB Police and Public Safety Department will notify the appropriate University administrator so that administrative disciplinary action may be taken. Training Officers are professionally trained and certified in accordance with the Alabama Peace Officer’s Standards and Training Council and attend continuing in-service training programs to further their skills.

Central Goal: Continuously maximize communication resources and tactics that follow safety precautions and assist in reducing crime and keeping the UAB community secure.

Purpose of Communication Plan: Describe who we are currently as a police department and who we will continue to strive to be through our vision, mission and code of ethics; provide a written outline of our responsibilities to the people we serve.

Audience:

- Current and Prospective:
  - Students/Parents
  - Community
  - Faculty
  - Patients
  - Staff
- Board of Trustees
- Government (state, city, county)
- Regulators
- Tax payers
- UAB Visitors
### Central Police and Public Safety Department Goals

#### Goal 1: Reduce crime by 5 percent in calendar year
**Strategies and Tactics:**
- Maintain high visibility patrols to deter, reduce and prevent crime.
- Respond to calls for service and suspicious criminal acts in a timely manner.
- Educate the campus community on crime prevention strategies.
  - Offer safety and security courses
  - Perform risk management analysis assessments and vulnerability studies, utilizing crime prevention techniques through environmental design
  - Continue to increase participation in the Campus Watch program in order to further support our crime prevention efforts

#### Goal 2: Maintain a case clearance rate greater than or equal to the national average in calendar year
**Strategies and Tactics:**
- Proactively follow-up all leads, suspects and witnesses in a timely manner.
- Track crime patterns and trends and respond to areas of concern in a timely manner.
- Utilize all the necessary investigative tools at our disposal to assist in preventing and solving crime.

#### Goal 3: Purchase technology equipment to increase efficiency, proficiency and effectiveness
**Strategies and Tactics:**
- Continued replacement of our portable radios for integrated functionality with new software.
- Performed “beta tests” of body-worn cameras and distributed them to UAB officers.
- To continue to acquire closed-circuit television cameras and officer resources that will further enhance the Department.

#### Goal 4: Maintain high professional standards through employee development and training opportunities
**Strategies and Tactics:**
- Continue to accumulate CEU training hours during upcoming months by identifying safety, crime prevention and awareness training in line with accreditation requirements.
- Total number of CEU Training for last year was 10250:
  - Police (9071 hours)
  - Security (918.5 hours)
  - Communications (144.5 hours)
  - Administrative Staff (116.5 hours)
- Research other professional development training for individuals communicating with the campus community or the public.

#### Goal 5: Reduce departmental “At-Fault” motor vehicle accidents by 50 percent to help sustain viable police resources
**Strategies and Tactics:**
- Focus on reducing incidents that are caused by inattention to detail.
- Utilize skills learned and trained for operating police vehicles.
- Personnel involved in “At-Fault” accidents are required to attend Remedial Driver Training to further develop skills for operating police or security vehicles; progress is monitored through PEWS Disciplinary Steps.
Strategic Communication Strategies
Objective 1: Create and implement Emergency Management Crisis Communication Plan

Strategies and Tactics:

- Created plan that specifies what to do in the event of active threats to campus such as an active shooter, bomb threat, etc.; continuously update plan as necessary to fit the needs of the UAB community.
- Continue bi-annual testing for B-alert including tabletop exercises and a “live drill” that incorporates the hospital and university entities.
- Ongoing performance reviews to discuss effectiveness and any updates to Emergency Management programs in monthly B-Alert meetings with Emergency Management team.

Objective 2: Create and enforce campus lockdown procedures

Strategies and Tactics:

- Assist in implementation of lockdown procedures targeting each building on campus to be completed by June 30, 2019.
- Update key messaging on UABPD website regarding new building lockdowns as the information becomes available.
- Use digital signage displays to disseminate new lockdown procedures and discuss any web updates about procedure during Direct Report Meetings or Staff Meetings each week.

Objective 3: Continuously review and build content for UAB Police and Public Safety website to maintain the most current information available regarding safety awareness programs, partnerships, crime alerts and news

Strategies and Tactics:

- Follow step-by-step procedure to place information regarding breaking news or campus crime alerts onto the UABPD website expeditiously.
  - Ensure that this information is visible for at least 60 days in accordance with the law
- Disseminate crime alerts to University Relations and work with their team to create appropriate verbiage and relay any necessary information to those that may be impacted within the UAB community.
- Complete a website audit each week, in addition to the updates listed above for possible enhancements or to rectify any oversights.
  - Year-end goal is to begin utilizing Siteimprove to share analytics from our police website on a monthly basis during staff meetings in order to examine which content is making the most impact with readers/viewers
Objective 4: Gather and analyze data focused on policing effectiveness to recommend improvements and implement any communications related modifications deemed necessary

Strategies and Tactics:

- Continue to build upon UAB Police and Public Safety surveys conducted at least every 2 years - in accordance with CALEA Accreditation standards - that will be used as a platform for organizational learning, to ask specific questions about the quality of policing in the community and to measure how policing in that community affects public trust.
  - The UABPD survey also addresses a broad section of the community, victims and others who had recent contact with the police.
  - The survey is available to all students, faculty and staff through a provided web link that lives on the UABPD landing page.
- Work in cohesion with officers, detectives and evidence management to gain knowledge of crime patterns and report those through monthly Crime Stat analysis charts on the UABPD website, encouraging transparency between our police force and the public.
- Utilize the website to communicate with viewers about on-going investigations that may impact the campus community.
- Continue to integrate the new technology communication resources we have currently into what we do daily including how we communicate with those on patrol, our responsiveness to security request through our web-based security request forms and through safety education, which we provide through our bi-weekly Crime Prevention displays and outreach programs such as Campus Watch and the Pedestrian Safety Campaign.

Objective 5: Continue to draft, edit and deliver quality employee messaging through available media including print and digital components

Strategies and Tactics:

- Continue to push content and updates pertaining to events, accreditation rules and departmental updates through brochures, flyers, web content and email dissemination.
- This includes the continued expansion of our internal UAB Police and Public Safety quarterly newsletter.
- Year-end goal is to regularly find new ways to incorporate more interactivity into our UABPD website through additional infographics and new widgets to help boost web traffic.
- Update Police Recruitment and Campus Watch materials to be disseminated during Safety Week Campaigns, campus displays and orientations.
- Work with the University Relations team to funnel media relation calls and assist with social media content and press release information about safety and security.
- Regularly update and modernize “News and Media” page that lives on our website.
Objective 6: Increase and strengthen relationship with University Relations Social Media team to work toward utilizing digital media listening software to stay abreast of safety/security updates during emergencies and situations involving a crime

Strategies and Tactics:

- Begin meeting with UAB Social Media team bi-weekly or as necessary to learn how we can take advantage of the university’s digital assets.
- Utilize Sprout Social Listening Software to gain tips about possible suspicious acts occurring in the UAB community to relay during staff or one-on-one advisory meetings.
- Identify content being pushed in social media regarding the UAB brand by UABPD employees to ensure the correct voice and tone are being utilized.

Objective 7: Create and maintain safety hub that lives on the UAB Police and Public Safety website for easier access to campus safety resources

Strategies and Tactics:

- Assist in maintaining the “safety hub” page that will reflect all campus and hospital safety resources in one area for students, faculty, staff, patients and visitors.
- Provide information and create ideas for safety content articles including quotes or utilizing existing media resources (brochures, flyers, safety reports) we have here at the UABPD.
- Continuously update “Safety Hub” page to include updated information on the Rave Guardian App, Help Phones, Blazer Express and emergency communication tools, along with helpful tips to stay safe.

Objective 8: Encourage employee engagement and increase their knowledge of the various programs that the UABPD offers the campus community

Strategies and Tactics:

- Ensure that Safety and Security Programs are easily viewable and accessible through our UAB Police and Public Safety website that will springboard from the “safety hub” page. These include:
  - **Campus Watch**: This program encourages the community to take an active role in the fight against crime and is open to all in the UAB community.
  - **Police Advisory Council**: Volunteers from the community listen to the needs of the people and present those concerns to the Chief.
  - **Drug and Alcohol Abuse**: This program is designed to educate our students on the causes and effects of drugs and alcohol abuse.
  - **Pedestrian Safety Campaign**: Encourages safe habits and adherence to traffic policies.
- **Get Mugged Campaign:** This program is designed to teach the UAB community about the importance of securing their valuables and not leaving items unattended in the workplace/classroom setting while at UAB.

- **Domestic Violence Seminar:** Teaches the signs and symptoms of domestic abuse and how to overcome it.

- **Workplace Violence Seminar:** Learn the different methods to identify and curtail workplace violence. Reviews the laws, employee rights and the procedures to take when faced with this type of situation.

- **Rape Aggression Defense:** Program that teaches UAB female students and employees how to become aware of potential aggressors and how to protect oneself from existing aggressors.

- **A.L.I.C.E. Violent Intruder/Active Shooter Response:** This program teaches response options during a violent intruder and/or active shooter event.

- Create “Did You Know” section of our internal newsletter that outlines a fun fact or new change in the UAB Police and Public Safety Department regarding policy, facility resources or community engagement activities held throughout the year.

**Objective 9: Act as a liaison to other Campus Communicators and University Relations pertaining to safety and security**

**Strategies and Tactics:**

- Continue to attend weekly ASANA meetings for University PR updates that may have a direct impact on policing in the UAB community.

- Take part in University Relations B-Alert shadowing to act as a first alert resource during a crisis and for follow-up messaging.

- Act as the official contact and communicative bridge between the UABPD, University Relations and student media entities.

- Serve as a resource for Emergency Management through messaging and strategic planning.

- Continue to connect with communicators around the UAB campus by attending quarterly Campus Communicator meetings regarding changes in public relations tactics, resources, branding or policy at UAB.

- Ensure that the UAB Police and Public Safety Department is in line with current UAB branding templates for flyers/business cards/etc. and inform employees how to integrate any new changes or templates into their external presentations or other forms of messaging.
Objective 10: Assist in maintaining a quality workforce at the UABPD through diligent vetting, recruiting, hiring and promoting of qualified and diverse candidates, while growing professional development opportunities for current employees

Strategies and Tactics:

- Take part in specified interview panels and submit recommendations to fill the necessary positions in the department, including promotions for deserving applicants.
- Research new, effective ways to recruit individuals to the UAB Police and Public Safety Department and engage new incoming employees through informational onboarding/welcome sessions with specified members of the department.
- Uncover webinars, LMS modules and other opportunities that provide communication training for those that interact directly with the public, in addition to the required training by officers and staff currently.