

University of North Texas Police Department



Five Year Strategic Plan
2025-2029

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50% of the UNT Police Department's Sworn Officers are alumni of the University of North Texas

LETTER FROM THE CHIEF OF POLICE

I am pleased to present the University of North Texas Police Department's 2025-2029 Strategic Plan. This new five-year plan builds upon the numerous successes of our previous strategic plan and introduces new priorities. The strategies outlined in this plan will shape our vision for a more robust and efficient police department that prioritizes safety and service of the highest quality.

This plan serves as an internal operational document, outlining the department's priorities, objectives, and actions that will be proactively pursued and implemented over the next five years. The Strategic Plan aims to offer insight into the direction in which our department is headed. The plan is a flexible document that will serve as a guide for our future efforts.

We intend to utilize carefully developed strategies to accomplish our goals. We remain committed to improving work processes and reducing waste, staying operationally efficient and within budget, and striving to develop the proficiencies of our employees. We will continue to be an innovative and community-oriented police department by providing outstanding service to our community.

The vision and strategies in this document provide the department with directions for addressing future obstacles to agency growth.



Ramona Washington
Chief of Police



LAW ENFORCEMENT ACCREDITATION

Accreditation reflects our agency's commitment to professionalism and continuous improvement. The UNT Police Department has been dually accredited by The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) and the International Association of Campus Law Enforcement Administrators (IACLEA) since 2006. Few agencies are dually accredited by two of the three national accrediting organizations for law enforcement.



The commission's accreditation program requires police agencies to comply with state-of-the-art standards in areas such as policy and procedures, organizational management, law enforcement operations and support services. Agencies undergo a self-assessment and recurring on-site commission assessments.

Only 7% of law enforcement agencies in the United States are accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA).



This association represents campus public safety leaders at more than 1,000 institutions of higher education. IACLEA accreditation constitutes recognition that an agency conforms to the highest professional standards for campus law enforcement and protective service.

GENERAL INFORMATION

University of North Texas

The University of North Texas (UNT) is located in Denton, Texas. The university was founded in 1890 as Texas Normal College and Teacher Training Institute. Today, UNT is one of the nation's largest universities and the third largest in Texas with an enrollment of over 46,000 students in both graduate and undergraduate studies. In addition to the student body, the university community includes approximately 4,600 faculty and staff. The university campus is about 900 acres, comprising the main campus, Discovery Park, and Mean Green Village. The university has 173 buildings including 15 residence halls with over 6,700 residents living on campus. There are over 200 students living in the fraternity and sorority houses on campus property. The Discovery Park is the region's largest research park with nearly 300 acres and 590,000 square feet of building space and has approximately 10,000 students enrolled and 500 staff members

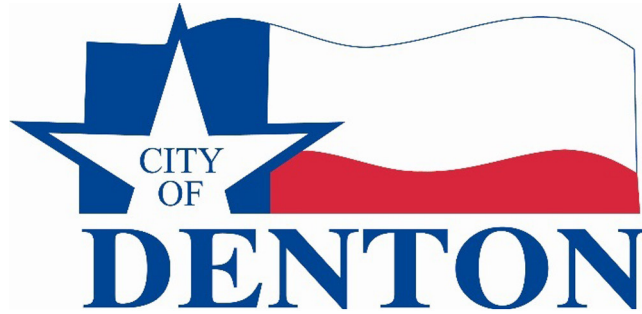
UNT at Frisco

Based on a prime real estate grant from the City of Frisco, in January 2023, UNT opened its Frisco Landing building in Frisco, TX. The 135,000 square foot facility sits on 100 acres of land atop a hill, overlooking a burgeoning section of development and future dreams for UNT. At most recent count, UNT at Frisco sees about 4,000 enrolled students through its doors and has plans for further development and growth in the coming years.



City of Denton

The city of Denton is the county seat of Denton County, Texas. Located approximately 30 miles north of Dallas and Fort Worth, the city sits at the top of what is commonly referred to as the Golden Triangle, which includes Dallas, Fort Worth and Denton. As of 2023, the population of Denton was 158,349 (“The United States Census Bureau Quick Facts Denton city, Texas”).



Mutual Aid

The UNT Police Department maintains a great working relationship with the Denton Fire Department, Denton Police Department, Denton County Sheriff’s Office, Frisco Police Department, and Texas Department of Public Safety. Under mutual aid, UNT may provide support for these agencies and they in turn provide support to UNT as needed. UNT Police are members of the Greater Dallas-Fort Worth Regional Law Enforcement Mutual Aid Task Force. This agreement provides the framework for law enforcement agencies to share resources.



UNT Police Department - History Statement

The UNT Police Department consists of two divisions with approximately 68 full time employees, including sworn police officers, dispatchers, and administrative personnel. The department has jurisdiction within the UNT campus, the city of Denton, and any county where UNT maintains property.

Currently, the department is authorized for 48 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 24 hours a day, 365 days a year, service to the campus community.

Sworn Officer Supervisory Organizational Chart

https://police.unt.edu/images/pdf/org_chart.pdf

Police Facilities

The UNT Police Department is in the Sullivant Public Safety Center at 1700 Wilshire St., Denton, neighboring Mozart Square Residence Hall. This building houses all divisions of the police department including operations and support services. In addition to the Sullivant Public Safety Center, the Police Department maintains a sub-station at UNT's Discovery Park and UNT at Frisco.



MISSION & VISION



MISSION

The University of North Texas Police Department's mission is to protect life, property, and individual rights. We will provide quality service in partnership with our community to create an environment that will aid and support the learning process.

VISION

The UNT Police Department will serve as a model for other departments on campus as well as other University Police departments in the State of Texas and the United States by:

- Providing professional, non-biased service to all customers (students, faculty, staff, and visitors)
- Enhancing problem-solving partnerships with our community
- Working effectively as a team
- Utilizing state-of-the-art technology to improve operations and communication

VALUES

- As members of the UNT Police Department, we adhere to the following values to guide our conduct:
- We aspire towards professionalism in all aspects of our operation
- We shall maintain the highest standards of integrity
- We shall treat each other with mutual trust, fairness, and dignity as we strive to serve our community and accomplish our mission

LONG TERM GOALS & OPERATIONAL OBJECTIVES

Strategic Goal 1 – Building Legitimacy and Trust with the Community

Objective: The UNT Police Department will work to foster an environment of legitimacy, transparency, and trust in its role within the community. Building a team focused on the guardian mindset and procedural justice, both within the department and the community we serve. We will also integrate the UNT System values – Courageous Integrity, Be Curious, We Care, Better Together, and Show Your Fire – all of which will help us achieve this objective.

Action Items:

- Utilize the UNT System Values to hire people who strive to serve our community with a guardian mindset.
- Focus our training program to introduce new officers to our campus community and those departments/programs that help foster a sense of community and help our community grow and develop.
- Continue training our employees on Active Bystander for Law Enforcement, Fair and Impartial Policing, and the concepts of An Evidence Assessment of the President's Task Force on 21st Century Policing Recommendations, which includes legitimacy and trust within the community.
- Identify key strategic campus partners, such as Athletics, Student Affairs, Faculty and Staff Senates, Student Government Association, and Graduate Student Council.
- Conduct a community-based survey at least every two years to gauge agency performance, competency, citizen's perceptions, safety concerns and recommendations for improvement.
- Develop a police community engagement dog program to help improve community relations and provide emotional support to employees and community members.



In 2024, UNT PD hosted 193 community engagement events with more than 10,719 attendees.

Strategic Goal 2 – Foster a resilient organizational culture.

Objective – The department’s support functions will deliver timely, innovative logistical assistance to operations, adapting to trends and technology to meet current and future needs while maintaining operational efficiency.

Action Items:

- Provide progressive training for department members to address the unique needs of the campus community, including mental health, active threats, and customer service. This will include classroom instruction, field experience, tabletop exercises, and mixture of internal and external instructors.
- Develop and maintain operating procedures for key functions and supervisory roles to ensure smooth transitions when staff changes occur.
- Assess investigative staff assignments and support the Co-Responder and Threat Assessment programs by providing guidance and feedback to help these teams evolve.
- Offer training to investigators on emerging technologies related to modern casework, including computer crimes, smartphones/apps, search warrants, and evidence preservation.
- Explore new ways to engage the Discovery Park and Frisco Landing communities and adjust staffing and facility needs based on enrollment and other relevant data.
- Partner with Counseling and Testing Services to create a Crisis Response Team, composed of a clinician and police officer, to respond to mental health crises and provide follow-up support.



Strategic Goal 3 - Technology-Driven Infrastructure Enhancements for Operational Excellence

Objective – We will enhance police department infrastructure with thoughtful space management and facility upgrades, planning for future growth while integrating advanced technology to support emergency response, evidence management, and overall operations.

Action Items:

- Refine procedures and improve the efficiency of new technologies to boost cost-effectiveness and enhance information gathering and exchange. This includes leveraging License Plate Readers (LPR), video, security systems, and other emerging technologies.
- Assess and update department computing infrastructure, including servers, forensic services, and desktop computing, as needed and feasible.
- Focus on intelligence and data-driven policing to refine our methods and adapt to future advancements.
- Plan, fund, and build covered parking to protect vehicles from weather damage, preserving their value, reducing maintenance costs, and extending their lifespan.
- Add an additional console to our Communications Center for training, special events, and to support future growth and readiness.
- Renovate the PD lobby to establish a modern and inviting environment that enhances safety, trust, and accessibility for students, faculty, staff, and visitors, while also exploring ways to create needed office and storage space.
- Restructure the property and evidence space to enhance employee well-being, functionality, efficiency, and security, including expanding storage to handle growing evidence volumes.



Strategic Goal 4 – Maintain Appropriate Staffing Levels and Retain a Professional Workforce

Objective: The UNT Police Department will maintain staffing levels consistent with industry standards and recruit, hire and retain a professional workforce.

Action Items:

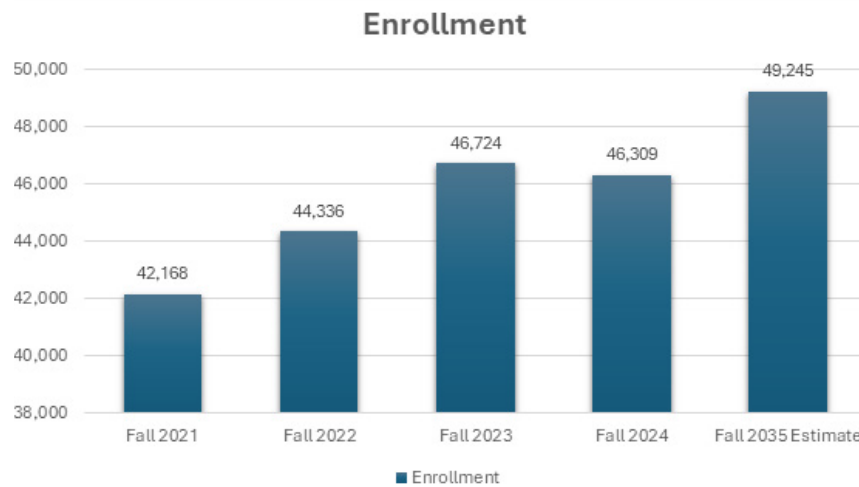
- In order to better compete in our competitive job market, ensure our hiring process is streamlined, allowing us to offer employment to qualified applicants in a timely manner.
- Conduct staffing surveys and workload assessments to determine appropriate staffing levels.
- Conduct periodic salary surveys that reflect the local market we recruit from.
- Work with UNT Administration to incorporate salary/staffing adjustments to remain competitive at all levels of the organization.
- Research and implement non-traditional recruitment strategies with an emphasis on hiring employees that will excel in our unique environment and reflect the community we serve.
- Create a formal mentoring program for all new hires to promote employee satisfaction, skill enhancement and reduce turnover.
- Develop career path plans for employees to build their knowledge and skills which will increase professionalism and enhance succession planning.
- Recognize outstanding work by our employees through award programs and department events.



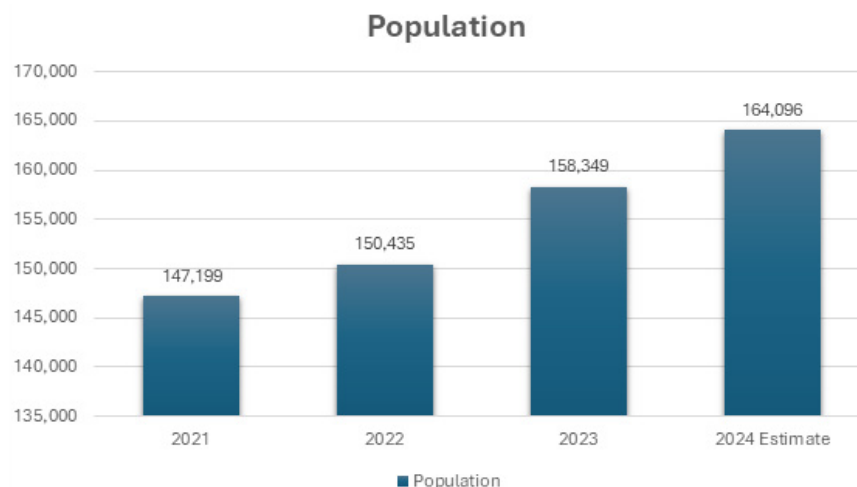
POPULATION & WORKLOAD TRENDS

Population Trends

As of fall 2024, the campus enrollment for UNT was 46,309. This is nearly a 20% increase in the last six-year cycle (Fall 2018 to Fall 2024). Fall 2024 enrollment surpasses The Texas Higher Education Coordinating Board’s 2030 estimated enrollment by nearly 200 students. In this 2021 report, the coordinating board estimates our enrollment in 2035 will be 49,245 (“Enrollment Forecast 2021 – 2035”, 2021).



The City of Denton’s estimated population for 2024 was 164,096. This is an 18% increase in the last six years (2018 – 2024) and surpasses its estimated population growth. The student growth at UNT and the continued estimated growth of the city and county will also lead to more people living around the campus and visiting the campus and its surrounding areas.



Daily Operations Trends, as of 2024

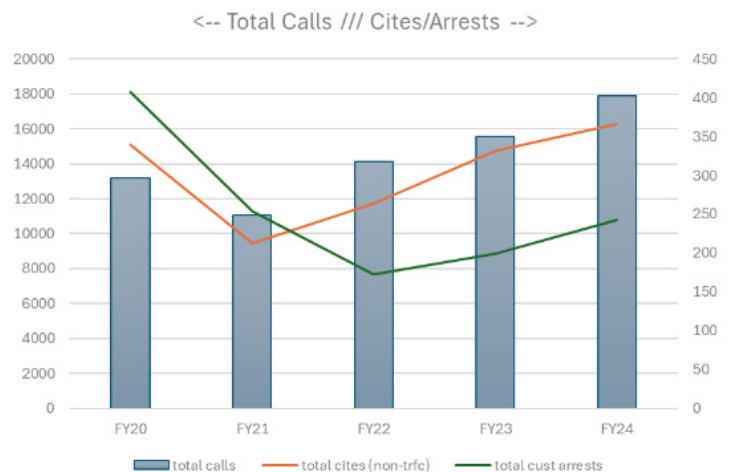
The UNT Police Department has a set minimum staffing requirement for all patrol shifts. Each shift is staffed with a sergeant, who is the shift supervisor, as well as at least one corporal who serves as a lead officer and the shift supervisor in the sergeant's absence. Patrol and dispatch shifts are based on a 12-hour workday. This staffing model provides for two day shifts and two night shifts. In addition, there is a patrol lieutenant on days and a patrol lieutenant on nights. The patrol lieutenant serves as a watch commander for days or nights and is a command staff member.



Departmental activities for Fiscal Year 2024

For FY 2024, the UNT Police Department handled 17,891 calls for service, made 243 custodial arrests, and issued 366 non-traffic criminal citations. Calls for service have continued to increase in each of the last 5 fiscal years. From FY 2020 to FY 2024, we have seen a 35% increase in calls for service.

Calls, Cites, and Arrests for Fiscal Years (2020) to (2024)





Special Events

In addition to the daily operations, the police department staffs officers, public safety officers, and dispatchers for many special events across the campus. These events cover a wide range of activities, including athletic events, UNT commencements and high school graduations, speaker functions, student events, and parties. A special event may be staffed with just one police officer, while larger events may be staffed with more than 40 officers. The UNT Police Department augments some special event staffing by utilizing sworn officers from local departments. The above chart shows total hours worked for special events in FY 2022, FY 2023, and FY 2024. From FY 2022 to FY 2024, special event hours worked increased by 13%.

Anticipated workload trends

A five-year strategic staffing plan was completed in September 2022 by Justice Research Consultants, LLC. The report used growth projections from UNT's Office of Data, Analytics & Institutional Research. The data estimated UNT's enrollment at 46,500 by 2030.

However, UNT's enrollment hit almost 47,000 in the fall of 2023. Due to this unprecedented growth, this staffing plan will need to be updated every few years to accurately project staffing needs. The plan should be used to guide discussions with UNT Administration during budget planning as we move forward.



CAPITAL PURCHASES & EQUIPMENT NEEDS



As the department continues to reach our strategic goals, the continuing purchase and use of good, high quality, lasting equipment is paramount. Larger purchases or projects for consideration during this five-year plan will be identified and evaluated based on current needs. The department will create and maintain a 5-year capital project list that will be updated annually. A review of needed equipment and prioritization will occur during the annual budget cycle.

REVIEW & 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. During the review process special attention will be given to any changes in IACLEA and CALEA accreditation standards that would also affect this plan. These changes will need to be incorporated at this time.



UNT POLICE DEPARTMENT & THE UNIVERSITY COMMUNITY



Sgt Jim Coffey and PSO Tarun Mandiga are two of the four members who work at the Frisco substation.

In the summer of 2024, the UNT PD hosted a Forensic Fun Day for the children of faculty and staff where they learned about finger printing, casting, and more.



The UNT Police Department employs student Public Safety Officers who aide in keeping campus safe.

Officer Kerry Perez assists with National Collegiate Alcohol Awareness week by showing students the effects of alcohol and the dangers of driving impaired while they used drunk goggles and drove the pedal kart.



In February of 2024, officers took to campus with snacks and drinks for an impromptu Chit Chat event. This allowed students to speak with officers in a casual environment and helped support our campus community engagement efforts.

