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Aloha! The University of Hawai‘i at Mānoa Department of Public Safety is strongly committed to the safety and security of our campus community. That commitment is centered on the concept of community policing, and working diligently within our campus to build and maintain partnerships for a safer campus. To that end, we offer a variety of services, programs, and resources to help the community engage in meeting our collective public safety needs and concerns.

We are excited to present our 2016 – 2019 Strategic Plan, Safeguarding our Community, which outlines the goals of the Department of Public Safety over the next five years. This plan represents an inclusive process, involving all members of our department as well as voices from faculty, staff, and students on our campus. As a department committed to the concept of community policing, stakeholder feedback has been integral in shaping this strategic plan.

We look forward to working together and achieving our department goals toward making the University of Hawai‘i at Mānoa a wonderful place to learn, work, and visit.

With aloha,

Chief Charles Noffsinger
Mission and Vision

Our Mission
We are dedicated to providing and promoting a safe and secure campus, and serving our community with aloha.

Our Vision
It is the vision of the Department of Public Safety to:

- Establish a cohesive and supportive work environment, one that encourages innovation with an emphasis on quality customer service.
- Provide protection of persons and property through crime and loss prevention services.
- Develop public awareness, support, and involvement in our community policing efforts.
- Become an integral part of the University community, a department that is widely respected and trusted.
- Maintain a commitment to excellence.

Strategic Initiatives

Derived from the Department of Public Safety Mission and Vision Statements, the department has identified five core strategic initiatives, which are the impetus for the overall strategic plan:

- Strategic Initiative 1: Emphasis on Customer Service
- Strategic Initiative 2: Crime and Loss Prevention Services
- Strategic Initiative 3: Community Policing
- Strategic Initiative 4: University Community Presence
- Strategic Initiative 5: Commitment to Excellence
Department of Public Safety Overview

Background

The University of Hawai‘i (UH) was founded in 1907, and since has expanded its reach to include ten campuses. The flagship campus of the UH System is the University of Hawai‘i at Mānoa. UH Mānoa is the largest campus, both in acreage and in student population. With over 20,000 students, over 5,000 faculty and staff, and thousands of visitors, UH Mānoa has over 25,000 people in and around campus each day. In addition, Student Housing has nearly 4,000 residents and University Housing (formerly Faculty Housing) has 237 units, many with multiple occupants or families. As the most populous island in the state of Hawai‘i, O‘ahu boasts nearly one million residents. The UH Mānoa campus falls within the jurisdiction of the City & County of Honolulu Police Department (HPD), which is responsible for law enforcement across the island of O‘ahu. Campus Security and Emergency Management has been a staple of the campus for decades.

In recent months, Campus Security and Emergency Management changed its name to the University of Hawai‘i at Mānoa Department of Public Safety (DPS), to better describe the functions and services the department provides. DPS primarily provides preventative patrols and incident response 24 hours a day, 365 days a year. DPS offers many services to the campus community, including (but not limited to):

- Incident management: response, investigation, and documentation;
- Victim/survivor assistance;
- Emergency preparedness and management;
- Educational outreach: events, programs, and presentations;
- Campus Safety Escort Service: provides safe travel through campus from dusk until dawn;
- Facility lock-up and unlock;
- Active shooter response training;
- Special event staffing;
- Adherence and reporting according to federal laws: Title IX, Jeanne Clery Act, Violence Against Women Act (VAWA), and the Campus Sexual Violence Elimination (SaVE) Act;
- Special event services; and
- Other related security and emergency management functions.
In addition to the many services DPS offers, the department also recently adopted the Community-Oriented Policing philosophy in order to meet the changing demands of our growing campus. A dedicated Community Policing Unit (CPU) has been charged with developing and implementing programs designed to increase outreach to students, faculty, and staff; and with providing guidance for instituting emergency management policies to different UH Mānoa departments.

With the changing public safety landscape, for institutions of higher education in general, DPS recognizes the need to evolve. College campuses have become increasingly complex over the years, and with this complexity come new-found safety and security considerations.

In addition to the increased need for protection and provisioning of public safety and emergency management services for students, faculty, staff, and visitors, UH Mānoa must continually revise its policies and procedures to meet the needs of our changing regulatory environment. The University of Hawai‘i at Mānoa Vision Statement underscores this need:

> The University of Hawai‘i at Mānoa will gain international recognition as among the nation’s leading land, sea, and space grant universities. Grounded in the traditional values of our host culture, we strive for excellence in teaching, research, and community engagement, while promoting environmental sustainability and human justice.

As a department that focuses on the safety and security of its community, DPS is dedicated to supporting the mission and vision of the University. In recent years, it has become evident that the historical services offered through DPS are not sufficient to meet the needs of our modern campus. It is for this reason that DPS recognizes the need for a strategic plan, which includes the proposal for adding a full-service law enforcement component to its list of services offered. We must recognize the University’s many strengths, and of perhaps greater concern, its vulnerabilities. With these factors in mind, it is appropriate and necessary to consider having a full-service, state-certified law enforcement agency contributing to the overall success of this institution by providing comprehensive critical services to UH Mānoa students, faculty and staff. In addition to the law enforcement integration, DPS sees many other opportunities for departmental improvement and expansion. Each of these elements is explored in detail within this strategic plan.

**Environmental Scan: Threats and Opportunities**

To begin the strategic planning process, the Department of Public Safety Lead Team conducted an environmental scan by reviewing the current safety and security climate of the Mānoa campus. Many factors were considered throughout this process, including the current department staffing levels, response capabilities, service offerings, previous efforts towards progress, and department goals for the future. This environmental scan was the basis for our UHM Community Safety Survey, which was conducted in an effort to understand the attitudes and feelings towards safety from the perspective of the UH Mānoa community. Using the survey results and environmental scan as a starting point, the following themes were identified as the department’s chief opportunities and threats, which in turn informed our strategic initiatives.

**Threats and Hazards**

Perhaps the most serious threat to the health and safety of University students across the country is the prevalence of a variety of catastrophic events, both natural and human-caused. The University of Hawai‘i at Mānoa is not immune to the dangers of hurricanes, flooding, earthquakes, windstorms, or targeted violence. These imposing threats are accompanied by the dire need for campus-wide emergency preparedness.
Community Engagement

Results of the UHM Community Safety Survey\(^1\) revealed a lack of community familiarity with the services offered by DPS. However, students, faculty, and staff who took the survey expressed an interest in learning more and becoming engaged in the safety and security of their campus. A high level of interest was displayed for community involvement in neighborhood watch programs, safety events, and safety presentations. Now that it has been identified, this desire for engagement in safety and security programs provides a clear opportunity for the future interaction.

Law Enforcement Authority

As the department responsible for safety, security, and emergency management for the UH Mānoa community, DPS does not have law enforcement authority, nor the capability to provide emergency response. This issue is magnified by the size, scope, and complexity of the UH Mānoa campus. With over 25,000 students, faculty, staff, and visitors on campus on any given day, local law enforcement must regularly respond to incidents on campus. This practice is rarely used in the majority of comparable University campuses, as 94% of public institutions of similar size and scope\(^2\) have sworn law enforcement officers as part of their everyday security operation. Adding a law enforcement capability to the department’s list of services will further continue its efforts towards becoming an integral component to the safety and security of UH Mānoa campus\(^3\).

Budget

DPS continues to operate within budget. No supplemental funds have been requested from the University in order to support current services and operations. It is not anticipated that any of the initiatives within this strategic plan will require additional funding sources. In the event that additional resources are required due to unanticipated circumstances, department administration will work with the Director of Campus Services to secure the needed monies.

\(^1\)UHM Community Safety Survey (December 2014), UHM Department of Public Safety: http://www.hawaii.edu/security/resources/PDFs/UHMCommSafetySurvey.pdf

\(^2\)Campus Law Enforcement, 2011-12 (January 2015), U.S. Department of Justice (Bureau of Justice Statistics)

\(^3\)UH Mānoa continues its ongoing discussion regarding a law enforcement transition.
Strategic Initiative 1: Emphasis on Customer Service

**Vision Statement:** Establish a cohesive and supportive work environment, one that encourages innovation with an emphasis on quality customer service.

**Alignment with UH Mānoa Strategic Plan: Engagement, Community Involvement, Technology**

**Defined:** DPS strives for an environment that emphasizes both innovation and creativity. Employee satisfaction is imperative to providing quality service, as it fosters an environment of positive interaction. Employees who feel valued in the workplace are more likely perform at a higher level of competency, and that feeling of value extends to their interactions with members of the UH Mānoa community.

**FY 2016 Goals:**

- Establish and implement a uniform and appearance policy
- Provide “fundamentals of supervision” training to sergeants
- Develop and implement a protocol for citizen complaints and commendations
- Provide staff with training on enhancing customer service skills
- Establish monthly shift/unit level meetings
- Research, procure, and implement a replacement Computer-Aided Dispatch (CAD)/Records Management System (RMS)

**Annual Success Indicators:**

- Increased communication, both formal and informal, between department members
- Increased consistency in supervisory decision-making and application of policies and protocols
- Continued investment in staff training and development to provide better, consistent service to the community

**Future Goals (2017-2019)**

- Develop and implement a transition plan to assign dedicated staff to the Communications Center as dispatchers
- Engage an expert consultant to research, develop and implement comprehensive Communication Center protocols
- Become a recognized Public Safety Answering Point (PSAP)/E-911 call center
- Replace current Emergency Notification (UH Alert) system for the Mānoa campus
Strategic Initiative 2: Crime and Loss Prevention Services

**Vision Statement:** Provide protection of persons and property through crime and loss prevention services.

**Alignment with UH Mānoa Strategic Plan:** Place of Learning, Community and Diversity

**Defined:** Prevention-focused community education is a key component to a safer, more secure campus. By collaborating with the community and keeping its members informed of safety and security concerns, DPS hopes to increase the level of awareness and proactivity towards ensuring one’s own positive campus experience. Increasing crime prevention services is a cornerstone to this initiative.

**FY 2016 Goals:**

- Implement the new department Incident Notification policy and protocols
- Develop a one-page safety and security checklist and conduct periodic building security and fire evaluations
- Reconstitute bike patrol program and deploy bicycle patrol units
- Develop and deploy a crime/incident analysis function consistent with accreditation standards
- Revise Field Services Bureau beat map to enhance patrol coverage
- Engage an expert consultant to research, design and create a phased implementation timeline for an integrated campus-wide Closed Circuit Television (CCTV) system
- Engage an expert consultant to research, design and create a phased implementation timeline for an integrated campus-wide access control system
- Develop and implement a campus-wide alarm monitoring system (includes hiring consultant)
- Create and fill an Assistant Emergency Management Coordinator position
- Complete the Federal Emergency Management Agency (FEMA)-modeled Threat & Hazard Inventory Risk Assessment (THIRA)
- Complete the revision, development and implementation of the UHM Comprehensive Emergency Management Plan (CEMP)
- Finalize, train, and implement DPS All-Hazards Response Plan

**Annual Success Indicators:**

- Increased community awareness and usage of core crime and loss prevention services
- Consolidation of legacy technology systems into campus-wide systems where feasible
- Higher rate of use of crime and loss prevention services by campus units
- Better, more consistent and proactive patrol coverage and response time to calls for service

**Future Goals (2017-2019)**

- Develop a multi-year campus Emergency Management exercise plan
- Engage an expert consultant to research, design and create a phased implementation timeline for an integrated campus-wide security alarm monitoring service
- Develop UHM policies for the installation, use and maintenance of core crime and loss prevention services such as CCTV, Access Control and Security Alarm Monitoring systems
Strategic Initiative 3: Community Policing

Vision Statement: Develop public awareness, support, and involvement in our community policing efforts.

Alignment with UH Mānoa Strategic Plan: Engagement, Community Involvement, Diversity

Defined: Through events, presentations, building security assessments, and online interaction, DPS hopes to increase the level of safety and security awareness within the campus community. Personal interaction is a critical component of community policing, and this need is underscored in the results of the UHM Community Safety Survey. Awareness programs must focus on specific campus groups and the topics which are relevant to those groups.

FY 2016 Goals:
- Create and implement a Campus Safety orientation video
- Refine and upgrade formal security assessment process
- Create and implement a campus Active Shooter Response training program
- Implement customer service protocol for re-contacting victims of crimes
- Assume responsibility for continuation of the Move With Aloha program
- Develop and deliver topic-specific Emergency Preparedness presentations
- Develop and implement a community-integrated homelessness strategy on campus

Annual Success Indicators:
- Increased community awareness and usage of DPS community policing programs and services
- Increased community awareness of threats and hazards to UH Mānoa campus, and how to mitigate these threats and hazards

Future Goals (2017-2019)
- Create a neighborhood office
- Create a neighborhood watch program
- Adopt an Incident Command System (ICS) model for special event preparations
- Expand site-specific security services opportunities for UHM
Strategic Initiative 4: University Community Presence

Vision Statement: Become an integral part of the University community, a department that is widely respected and trusted.

Alignment with UH Mānoa Strategic Plan: Engagement, Community Involvement, Place of Learning

Defined: DPS strives to be a department that is both proactive and approachable. By attending local meetings and fostering relationships with local stakeholders, DPS aims to garner feedback about the concerns of the local community and tailor its programs and presentations to fit the needs and desires of the community.

FY 2016 Goals:
- Expand functionality and content of the DPS public website
- Conduct public forums as part of the law enforcement transition
- Engage standing University committees and organizations on a regular basis
- Complete “Continuum of Care” position paper/protocol for victims of sexual assault
- Create first-ever Department of Public Safety Annual Report
- Complete department rebranding: signage, uniforms, vehicles, website, etc.

Annual Success Indicators:
- Increased community awareness and usage of DPS programs and services such as the DPS website, social media outlets, e-newsletter, etc.
- Increased DPS awareness of, and interaction with, campus stakeholder groups and organizations

Future Goals (2017-2019)
- Upon approval and after extensive outreach, incorporate law enforcement authority and staff into DPS structure
- Become a National Incident Management System (NIMS) compliant University
- Facilitate DPS relocation to new facility
- Create dedicated investigators to provide follow-up on reports of crime and other incidents, to include victim support and services
Strategic Initiative 5: Commitment to Excellence

Vision Statement: Maintain a commitment to excellence.

Alignment with UH Mānoa Strategic Plan: Community, Diversity, Technology, Facilitating Excellence

Defined: A commitment to excellence is more than a mission statement. DPS aims to achieve accreditation, integrate a comprehensive training program, and transition into using more modern technology within the department. By taking advantage of the many opportunities to utilize technology, DPS will become a department with clear training and policies – critical components to the foundation of success.

FY 2016 Goals:

- Develop an annual training plan for DPS staff
- Develop and deploy DPS report-writing manual to enhance the quality and consistency of incident reports
- Develop and implement DPS policy and procedure manual
- Establish comprehensive plan for Campus Security Authority (CSA) identification and training.
- Conduct accreditation on-site assessment
- Implement a formal, structured Field Training and Evaluation Program and Communications Training and Evaluation Program for new employees
- Develop, deploy, and maintain department master work schedule
- Revise, update, and align department position descriptions
- Create an employee early warning system

Annual Success Indicators:

- Continued involvement and investment in staff development and training opportunities
- Enhanced and more consistent field performance of staff
- Continue to implement both internal and external process improvements to maximize DPS effectiveness and efficiency

Future Goals (2017-2019)

- Successfully complete Emergency Management accreditation
- Develop and implement a UHM Continuity of Operations Plan
- Successfully complete Communication Center accreditation
- Develop and implement a DPS Advanced Campus Officer Program for annual training
- Enter into agreement with State of Hawai‘i Department of Public Safety to provide core law enforcement training
2016-2019 DPS Planning Strategy

This DPS strategic plan reflects current and future goals identified as contributing towards the success of the department in terms of the overall mission and vision. The planning process included an expansive overview of the department’s current performance against the way DPS desires to grow and expand over the next several years. The essential factors DPS considered throughout this strategy evaluation include:

- A comprehensive evaluation of where the department currently stands in relation to other Universities of similar size and scope
- An evaluation of the strengths, weaknesses, opportunities, and threats facing both the department and the Mānoa campus as a whole
- Analysis of the core competencies of DPS, and an extension of those competencies based on how the department must evolve over the next several years
- Assessment of stakeholder opinions, attitudes and feelings towards the climate of safety at UH Mānoa and the overall opinion of DPS as it currently stands

This multi-year plan was developed using these critical elements. Many of these goals are targeted for achievement in fiscal year 2016, with other select goals identified for future years. DPS recognizes that this is a fluid document which will be evaluated and updated annually. Strategic planning is core of the success of the organization, and DPS plans to continue expanding its multi-year goals accordingly.
Plan Implementation

Annual Assessment

With the department’s five major strategic initiatives in mind, DPS plans to evaluate the progress of this strategic plan on an annual basis. This evaluation will involve the following measures:

- Assessment of the department’s current state and core competencies at the end of each calendar year, in comparison to goals met throughout the calendar year.
- Evaluation of the current strengths, weaknesses, opportunities and threats facing the department.
- A continuing analysis of the where the department desires to see itself in five years.
- A comparison of stakeholder attitudes from the past year, compared against the overall attitudes the following year.

Using these assessment measures, this strategic plan will evolve in line with the department, and the University, over the next five years. Current goals must be reevaluated, prioritized, and expanded in order to meet the needs of the department and the community.

Allocating Resources

DPS recognizes its fiduciary responsibility given the current economic climate of the University. The department continues to be sufficiently funded to meet the needs of its operations and does not anticipate needing additional funds in the immediate future. As the department prepares for the potential to integrate law enforcement into its list of services, it may become necessary to seek additional funds as necessary and appropriate. Opportunities for revenue-generating enterprises may also become an option in the future. In recognition of the importance of using resources in an efficient manner, DPS continues its commitment to being excellent stewards of the resources to which it has been entrusted.

The Future of Strategic Planning

In identifying the five core initiatives identified in the DPS strategic plan, the Lead Team recognized many challenges to be addressed in the coming years. These challenges have been prioritized and will be revisited on an annual basis to ensure that the department is making progress on its stated goals. Each year, the Lead Team will review department progress, set new goals, and put forth a revised strategic planning document in order to keep the department on track and ensure success for many years to come.
Strategic Planning Members (DPS Lead Team)

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