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Letter from the Chief

Aloha!

The University of Hawai‘i at Mānoa Department of Public Safety is strongly committed to the safety and security of our campus community. Our commitment is centered on the concept of community policing. Our team is focused on engaging our community in partnership, creating opportunities for ownership and focusing on collaborative problem solving. We work diligently with our campus community 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 the collective public safety needs and concerns of our community. We are focused on creating a campus environment wherein national standards and industry best practices for campus public safety are followed, elevating the level of service we provide to our community.

We are excited to present our 2017-2020 Strategic Plan revision, Safeguarding our Community, which outlines the goals of the Department of Public Safety through fiscal year 2020. A Strategic Plan must represent not only the aspirations and goals of the department, but more importantly it must represent the needs and goals of the community served. The original plan represented an inclusive process, involving members of our department as well as voices from faculty, staff, and students on our campus. Our leadership team is committed to ensuring we remain on track and on task in terms of our strategic goals moving forward.

As a department, our team is committed to the tenants of this document and ensuring that we are regularly re-visiting the plan to ensure we are aligned with national best practices, and with the overall strategic plans of the University, and the UH system as a whole.

We look forward to working together in partnership towards making the University of Hawai‘i at Mānoa an even safer place to learn, work, and visit.

With aloha,

Chief Randall West
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. DPS has been an integral department within the UH Mānoa campus for decades.

The University of Hawai‘i at Mānoa Department of Public Safety (DPS) 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;
- Site-specific security assessments and emergency plans;
- Special event services; and
- Other related security and emergency management functions

In addition to the many services DPS offers, the department has adopted the Community-Oriented Policing philosophy in order to meet the changing demands of our growing campus. A dedicated Community Policing Unit (CPU) is responsible for 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. The Community Policing Unit has operated since 2014 and continues to grow its outreach and community education programming.
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, new-found safety and security considerations are required.

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 Hawaiʻi at Mānoa Vision Statement underscores this need:

*The University of Hawaiʻi 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, and for the many projects that are necessary to grow in our modern climate of evolving technological, social, and environmental concerns. We must recognize the University’s many strengths, and of perhaps greater concern, its vulnerabilities. While adding a law enforcement component to the department’s list of services is something that could benefit the campus, it is a concept that needs to be explored in greater detail. Our inaugural strategic plan was written and implemented for Fiscal Year 2015, and continues to evolve with the needs of the University and its community.

**Environmental Scan**

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 (including the past Strategic Plan), and department goals for the future. This environmental scan includes an assessment of current opportunities and threats, which informed our strategic initiatives. Some aspects of the environmental scan are very similar to the information presented in the past Strategic Plan, however, slight changes have been made in our assessment.

**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 Hawaiʻi 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. Since our first Strategic Plan in FY 2015, these threats and hazards remain relatively unchanged, however, our community continues to express interest in learning more about what they can do to protect themselves and their property.
Community Engagement

Results of the 2014 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. Past goals were tailored to meet the desires of the community. Some of these past goals were completed, and others were revised. Current goals were created to meet updated community feedback. A Community Safety Survey must be conducted every three years in accordance with Commission on the Accreditation for Law Enforcement Agencies (CALEA) accreditation standards. While the results of the past survey are now two years old, DPS is scheduled to conduct our next survey at the end of calendar year 2017. For the current fiscal year, the department is using past results in combination with qualitative (both verbal and written) feedback from community members, which is received through the DPS website, at community outreach events and presentations, and from officers in the field. It is our goal to expand community engagement activities to increase DPS presence in residence halls, athletics facilities, and other community events.

Law Enforcement Authority

In the previous Strategic Plan, a need was expressed for obtaining law enforcement authority on UH Mānoa campus. The 2016-2019 DPS Strategic Plan reads:

*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.*

While it remains true that the UH Mānoa campus could benefit from a law enforcement presence on campus, recent changes in University leadership have led to the need for continued research. It is expected that DPS will continue to pursue a variety of possibilities to increase the safety and security of the campus community, while the transition to law enforcement receives further consideration and planning.

Budget

DPS continues to operate within budget. No supplemental funds have been requested from the University in order to support current services and operations. However, there are currently unfunded projects for which DPS is responsible, and it is anticipated that UH Mānoa must evaluate these projects for future viability. In particular, the Emergency Call Box program was transferred to DPS in 2014, and no funding was allocated for the project. We have addressed this issue within our Strategic Plan goals. In the event that additional financial resources are required due to unanticipated circumstances, department administration will work with the Director of Campus Services to secure the needed monies.

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\(^1\)UHM Community Safety Survey (December 2014), UHM Department of Public Safety: [http://www.hawaii.edu/security/resources/PDFs/UHMCommSafetySurvey.pdf](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)
**Past Progress and Current Status**

Since the original 2016-2019 Strategic Plan, DPS has achieved many of its goals, hired new staff, and updated many of its policies and procedures.

**Status of 2016-2019 Strategic Plan Goals**

DPS has either achieved or is currently in the process of achieving, nearly 80% of its stated goals. Approximately 10% of the stated goals are listed in the current Strategic Plan, with the expectation that they will be achieved in the current fiscal year. A select few goals were removed from the Strategic Plan, as they pertained specifically to the law enforcement transition. Other goals were moved to the “future goals” section due to the fact that they require extensive funding and research in order to be deemed viable. Overall, the department is proud of its accomplishments since the last Strategic Plan was launched. For a full list of goals and their status, please see the appendix.

**New Staff**

Over the past year, DPS has added several staff members to the department, each of whom have contributed to the achievement of goals and the overall success of the department. The following positions were newly-created in fiscal year 2016:

- **Professional Standards Manager**: Responsible for CALEA accreditation, staff training coordination, and management of the Field Training Officer program
- **Communications Center Manager**: Responsible for all Communications Center operations, communications system integration, statistical reporting, and representing the department as the communications liaison to local, state and federal public safety departments
- **Assistant Emergency Management Coordinator**: Responsible for unit-level emergency preparedness planning, emerging incident management, and the UHM All-Hazards and Comprehensive Emergency Management plans
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 2017 Goals:**
- Establish and implement a uniform and appearance policy
- Provide “fundamentals of supervision” training to sergeants
- Develop an internal system for employee recognition
- Establish monthly shift/unit level meetings
- Research, procure, and implement a replacement Computer-Aided Dispatch (CAD)/Records Management System (RMS)
- Create a records management system for reports and other administrative actions
- Update department sexual misconduct and domestic violence response policies and conduct regular training sessions for officers to reflect best practice and updates to institutional policies
- Develop and implement a transition plan to assign dedicated staff to the Communications Center as dispatchers

**Annual Success Indicators:**
- Increased interdepartmental communication, both formal and informal
- 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 (2018-2020)**
- Support UH System efforts to replace current Emergency Notification (UH Alert) system
- Conduct the 2017 Community Safety Survey in accordance with CALEA standards
Strategic Initiative 2: Crime and Loss Prevention & Preparedness 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 2017 Goals:

- Enhance bike patrol unit by training additional officers
- Revise Field Operations Bureau beat map to enhance patrol coverage
- Develop and deploy a crime/incident analysis function consistent with accreditation standards
- 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)
- Develop a multi-year campus Emergency Management exercise plan
- Finalize, train, and implement DPS All-Hazards Response Plan
- Establish protocols and procedures for Suspicious Activity Reporting (SAR)
- Enhance fire alarms by adding an audible tone to the Central Fire Alarm Monitoring System

Annual Success Indicators:

- Increased community awareness and usage of core crime, loss prevention, and emergency preparedness services
- 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 (2018-2020)

- Explore the feasibility of campus-wide CCTV, access control, and security alarm monitoring systems, including hiring a consultant to perform the evaluation and provide recommendations, procuring funding, and garnering the authority to monitor these systems
- Develop training for creating building emergency plans
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, and 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 2017 Goals:
- Implement customer service protocol for re-contacting victims of crimes
- Develop and deliver topic-specific Emergency Preparedness presentations and training
- Develop and implement a comprehensive, community-based homelessness strategy on campus
- Create tabletop exercise program and offer to departments by request
- Expand Community Policing Unit presentations to include New Student Orientation presentations to students
- Create and implement a Campus Safety orientation video
- Implement “See something, say something” program as part of building emergency plans

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
- Increased community participation in safety and security by providing training and involvement opportunities

Future Goals (2018-2020)
- Create satellite security offices in select locations around campus
- Implement student employee program in residence halls, in partnership with Student Housing Services
- Implement community outreach with “Coffee with a Cop” or similar program
- Using the Emergency Call Box (ECB) proposal as guidance, determine whether or not DPS will maintain the ECB program in its current state or revise operations
- Implement Building Incident Response Team (BIRT) and Community Emergency Response Team (CERT) programs
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, and 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 2017 Goals:**
- Complete “continuum of care” position paper/protocol for victims of sexual assault
- Continue DPS Annual Reporting
- Engage in partnerships with local law enforcement through regular attendance to the State Fusion Center and State Law Enforcement Coalition
- Engage community on Violence Against Women Act (VAWA) issues through sexual assault “continuum of care” video
- Establish a relationship with Study Abroad as it relates to reporting of Clery Act crimes and further ensure Clery Act compliance through outreach to noncampus police agencies

**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 interaction with victims of crime to ensure follow-up and support services are offered in full
- Increased DPS awareness of, and interaction with, campus stakeholder groups and organizations

**Future Goals (2018-2020)**
- Become the single provider for event security services at UH Mānoa, in compliance with state policy
- Establish partnerships with local emergency services providers through regularly-scheduled meetings
- Upon approval and after extensive outreach, incorporate law enforcement authority and staff into DPS structure
- Become a National Incident Management System (NIMS) compliant University
- Restore Community Emergency Response Team (CERT) program and train Student Housing staff
- 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 2017 Goals:**
- Develop an annual training plan for DPS staff
- Develop and implement DPS policy and procedure manual
- Develop, deploy, and maintain department master work schedule
- Revise, update, and align department position descriptions
- Create a “cheat sheet” for officers to use in field interviews
- Implement officer training for field interviews and investigations
- Create a process for review of report quality, content, and dissemination

**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 (2018-2020)**
- Successfully complete Emergency Management accreditation
- Develop and implement a UHM Continuity of Operations Plan
- Enter into dialog with State of Hawai‘i Department of Public Safety to provide core law enforcement training
- Research feasibility of mobile technology for field operations and reporting
- Conduct accreditation on-site mock assessment
- Conduct accreditation on-site final assessment
2017-2020 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
- Analysis of past goals, achievements, and milestones, including those goals contained within the past Strategic Plan, which were used to inform current progress and future goals

This multi-year plan was developed using these critical elements. Many of these goals are targeted for achievement in fiscal year 2017, 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 to 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 fiscal year, in comparison to goals met throughout the fiscal year
- Evaluation of the current strengths, weaknesses, opportunities and threats facing the department
- A continuing analysis of 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.

Please note: During Fiscal Year 2016, the former DPS Chief accepted a position at another institution, and the strategic planning process was delayed during that year. For that reason, the DPS Strategic Plan was not updated for FY 2016.

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, with the exception of the Emergency Call Box project. Should the University evaluate and approve an integration of law enforcement 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)

Randall West, Chief
Alberta Pukahi, Captain
Sarah Rice, Community Programs Manager
Jimmy Lagunero, Emergency Management Coordinator
Michelle Myrie, Emergency Management Assistant
Daniel Tuttle, Professional Standards Manager
Brent Finster, Communications Center Manager
Hal Helfenbein, IT Manager
Leslie Cabingabang, Women’s Center/PAU Violence Coordinator
Kori Asada, Administrative Assistant
Trudy Nojiri, Administrative Assistant
All DPS Command Staff (Sergeants)
### Appendix: Past goal status report

#### Strategic Initiative 1: Emphasis on Customer Service

<table>
<thead>
<tr>
<th>Target Date</th>
<th>Goal Description</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2016 Goals</td>
<td>Establish and implement a uniform and appearance policy</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>Provide “fundamentals of supervision” training to sergeants</td>
<td>Keep as FY 2017 goal</td>
</tr>
<tr>
<td></td>
<td>Develop and implement a protocol for citizen complaints and commendations</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Provide staff with training on enhancing customer service skills</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Establish monthly shift/unit level meetings</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>Research, procure, and implement a replacement Computer-Aided Dispatch (CAD)/Records Management System (RMS)</td>
<td>In progress</td>
</tr>
<tr>
<td>Future Goals (2017-2019)</td>
<td>Develop and implement a transition plan to assign dedicated staff to the Communications Center as dispatchers</td>
<td>Move to FY 2017 goals</td>
</tr>
<tr>
<td></td>
<td>Engage an expert consultant to research, develop and implement comprehensive Communication Center protocols</td>
<td>Remove – Communications Center Mgr is completing this task</td>
</tr>
<tr>
<td></td>
<td>Become a recognized Public Safety Answering Point (PSAP)/E-911 call center</td>
<td>Remove – not achievable unless law enforcement transition approved</td>
</tr>
<tr>
<td></td>
<td>Replace current Emergency Notification (UH Alert) system for the Mānoa campus</td>
<td>Keep as future (2017-2020) goal</td>
</tr>
</tbody>
</table>

#### Strategic Initiative 2: Crime and Loss Prevention Services

<table>
<thead>
<tr>
<th>Target Date</th>
<th>Goal Description</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2016 Goals</td>
<td>Implement the new department Incident Notification policy and protocols</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Develop a one-page safety and security checklist and conduct periodic building security and fire evaluations</td>
<td>Remove – have decided to go a different direction</td>
</tr>
<tr>
<td></td>
<td>Reconstitute bike patrol program and deploy bicycle patrol units</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Develop and deploy a crime/incident analysis function consistent with accreditation standards</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>Revise Field Operations Bureau beat map to enhance patrol coverage</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>Engage an expert consultant to research, design and create a phased implementation timeline for an integrated campus-wide Closed Circuit Television (CCTV) system</td>
<td>Moved to future (2017-2020) goals &amp; combined</td>
</tr>
<tr>
<td></td>
<td>Engage an expert consultant to research, design and create a phased implementation timeline for an integrated campus-wide access control system</td>
<td>Moved to future (2017-2020) goals &amp; combined</td>
</tr>
<tr>
<td></td>
<td>Develop and implement a campus-wide alarm monitoring system (includes hiring consultant)</td>
<td>Moved to future (2017-2020) goals &amp; combined</td>
</tr>
<tr>
<td></td>
<td>Create and fill an Assistant Emergency Management Coordinator position</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Complete the Federal Emergency Management Agency (FEMA)-modeled Threat &amp; Hazard Inventory Risk Assessment (THIRA)</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>Complete the revision, development and implementation of the UHM Comprehensive Emergency Management Plan (CEMP)</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>Finalize, train, and implement DPS All-Hazards Response Plan</td>
<td>In progress</td>
</tr>
<tr>
<td>Future Goals (2017-2019)</td>
<td>Develop a multi-year campus Emergency Management exercise plan</td>
<td>In progress; moved to FY 2017 goals</td>
</tr>
<tr>
<td></td>
<td>Engage an expert consultant to research, design and create a phased implementation timeline for an integrated campus-wide security alarm monitoring service</td>
<td>Keep as future (2017-2020) goal &amp; revise</td>
</tr>
<tr>
<td></td>
<td>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</td>
<td>Keep as future (2017-2020) goal</td>
</tr>
</tbody>
</table>
## Strategic Initiative 3: Community Policing

<table>
<thead>
<tr>
<th>Target Date</th>
<th>Goal Description</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2016 Goals</td>
<td>Create and implement a Campus Safety orientation video</td>
<td>In progress</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Refine and upgrade formal security assessment process</td>
<td>Complete</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Create and implement a campus Active Shooter Response training program</td>
<td>Complete</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Implement customer service protocol for re-contacting victims of crimes</td>
<td>In progress</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Assume responsibility for continuation of the Move With Aloha program</td>
<td>Complete</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Develop and deliver topic-specific Emergency Preparedness presentations</td>
<td>In progress</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Develop and implement a community-integrated homelessness strategy on campus</td>
<td>Keep as FY 2017 goal and revise</td>
</tr>
<tr>
<td>Future Goals (2017-2019)</td>
<td>Create a neighborhood office</td>
<td>Move to FY 2017 goals and revise</td>
</tr>
<tr>
<td>Future Goals (2017-2019)</td>
<td>Create a neighborhood watch program</td>
<td>Remove – will replace with satellite office and other programs</td>
</tr>
<tr>
<td>Future Goals (2017-2019)</td>
<td>Adopt an Incident Command System (ICS) model for special event preparations</td>
<td>Complete</td>
</tr>
<tr>
<td>Future Goals (2017-2019)</td>
<td>Expand site-specific security services opportunities for UHM</td>
<td>Complete</td>
</tr>
</tbody>
</table>

## Strategic Initiative 4: University Community Presence

<table>
<thead>
<tr>
<th>Target Date</th>
<th>Goal Description</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2016 Goals</td>
<td>Expand functionality and content of the DPS public website</td>
<td>Complete</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Conduct public forums as part of the law enforcement transition</td>
<td>On hold pending law enforcement transition</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Engage standing University committees and organizations on a regular basis</td>
<td>Complete (ongoing)</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Complete “Continuum of Care” position paper/protocol for victims of sexual assault</td>
<td>In progress</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Create first-ever Department of Public Safety Annual Report</td>
<td>Complete</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Complete department rebranding: signage, uniforms, vehicles, website, etc.</td>
<td>Complete</td>
</tr>
<tr>
<td>Future Goals (2017-2019)</td>
<td>Upon approval and after extensive outreach, incorporate law enforcement authority and staff into DPS structure</td>
<td>Keep as future (2017-2020) goal</td>
</tr>
<tr>
<td>Future Goals (2017-2019)</td>
<td>Become a National Incident Management System (NIMS) compliant University</td>
<td>Keep as future (2017-2020) goal</td>
</tr>
<tr>
<td>Future Goals (2017-2019)</td>
<td>Facilitate DPS relocation to new facility</td>
<td>Remove – will not happen in foreseeable future</td>
</tr>
<tr>
<td>Future Goals (2017-2019)</td>
<td>Create dedicated investigators to provide follow-up on reports of crime and other incidents, to include victim support and services</td>
<td>Move to FY 2017 goals</td>
</tr>
</tbody>
</table>

## Strategic Initiative 5: Commitment to Excellence

<table>
<thead>
<tr>
<th>Target Date</th>
<th>Goal Description</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2016 Goals</td>
<td>Develop an annual training plan for DPS staff</td>
<td>In progress</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Develop and deploy DPS report-writing manual to enhance the quality and consistency of incident reports</td>
<td>Complete</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Develop and implement DPS policy and procedure manual</td>
<td>In progress</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Establish comprehensive plan for Campus Security Authority (CSA) identification and training</td>
<td>Complete</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Conduct accreditation on-site assessment</td>
<td>In progress &amp; revised</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Implement a formal, structured Field Training and Evaluation Program and Communications Training and Evaluation Program for new employees</td>
<td>Complete</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Develop, deploy, and maintain department master work schedule</td>
<td>Keep as FY 2017 goal</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Revise, update, and align department position descriptions</td>
<td>In progress</td>
</tr>
<tr>
<td>FY 2016 Goals</td>
<td>Create an employee early warning system</td>
<td>Complete</td>
</tr>
<tr>
<td>Future Goals (2017-2019)</td>
<td>Successfully complete Communication Center accreditation</td>
<td>Remove – cannot achieve this goal unless DPS becomes PSAP</td>
</tr>
<tr>
<td>Future Goals (2017-2019)</td>
<td>Develop and implement a DPS Advanced Campus Officer Program for annual training</td>
<td>Remove – no longer a goal</td>
</tr>
<tr>
<td>Future Goals (2017-2019)</td>
<td>Enter into agreement with State of Hawai’i Department of Public Safety to provide core law enforcement training</td>
<td>Revise and keep as future (2017-2020) goal</td>
</tr>
</tbody>
</table>