SAFEGUARDING OUR COMMUNITY
2018-2021 Strategic Plan
# Table of Contents

Letter from the Chief ............................................. 2  
Mission and Vision ............................................ 3  
  Our Mission .................................................. 3  
  Our Vision ................................................... 3  
Strategic Initiatives ............................................. 3  
UHM Department of Public Safety Overview ............... 4  
  Background .................................................. 4  
  Environmental Scan ........................................ 5  
  Past Progress and Current Status ....................... 7  
Strategic Initiative 1: Emphasis on Customer Service ..... 9  
Strategic Initiative 2: Crime and Loss Prevention Services 10  
Strategic Initiative 3: Community Policing ................ 11  
Strategic Initiative 4: University Community Presence .... 12  
Strategic Initiative 5: Commitment to Excellence ........ 13  
2018 – 2021 DPS Planning Strategy ....................... 14  
Plan Implementation .......................................... 15  
  Annual Assessment ........................................ 15  
  Allocating Resources ..................................... 15  
  The Future of Strategic Planning ....................... 15  
Strategic Planning Members .................................. 16  
Appendix (Past goal status report) ......................... 17
Letter from the Chief

Aloha!

The safety and well-being of our students, faculty, and staff have always been paramount at the University of Hawaii at Mānoa. Our goal of providing and promoting a safe and secure campus, and serving our community with aloha has truly been a team effort. Issues on college campuses are more complex today than they ever have been, and UH Mānoa is no exception. We have met these challenges by emphasizing the concept of community-oriented policing on our campus. This includes engaging in community partnerships, collaboration with stakeholders, and creating opportunities for our officers to interact with the community as much as possible. While UH Mānoa has been ranked as one of the safest campuses in the country, it is incumbent upon each of our community members to recognize the importance of campus safety. We are excited to see increased participation and use of our services, programs, and resources. As we continue to engage our community and build partnerships with stakeholders, we recognize that industry best practices for campus public safety must be constantly evaluated and addressed.

Our department is pleased to present the 2018-2021 Strategic Plan revision, Safeguarding our Community, which outlines the goals of the Department of Public Safety through calendar year 2021. This Strategic Plan outlines clear goals for the future, and provides a roadmap for community engagement and increased awareness of public safety services available to the UH Mānoa community. In addition, this Strategic Plan provides a status update on past goals. Our team is committed to the goals we have set forth, and with your continued support, we will continue to see great success.

It is our intention to continue revising the Strategic Plan each year, to ensure that we are continuing to meet our own goals, while furthering the mission of the University, and aligning our department with ever-changing national best practices.

We truly appreciate the support of our community, as we continue our mission to ensure that the University of Hawai‘i at Mānoa is a safe place to learn, work, and visit.

With aloha,

Chief Andrew Black
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 17,500 students, over 6,000 faculty and staff, and thousands of visitors, UH Mānoa has nearly 25,000 people in and around campus each day. In addition, Student Housing has nearly 4,000 residents and University 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 campus. A dedicated Community Policing Unit (CPU) is responsible for developing and implementing programs designed to increase safety outreach and awareness, and providing guidance for instituting emergency management policies within various UH Mānoa buildings and departments. The Community Policing Unit has operated since 2014 and continues to grow its outreach and community education programming.

1 Statistics courtesy of the Mānoa Institutional Research Office: https://manoa.hawaii.edu/rimo/
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, increased 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 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, 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 must 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. This involved both internal and external assessments, including the 2018 UHM Community Safety Survey results, employee feedback, and conversations with students, faculty, and staff. Many factors were considered throughout this process, including the current department staffing levels, response capabilities, service offerings, previous efforts towards progress (including past Strategic Plans), and department goals for the future. This environmental scan includes an assessment of current opportunities and threats, which provides the basis for our strategic initiatives. Some aspects of the environmental scan are very similar to the information presented in past Strategic Plans, however, slight changes have been made to accommodate the evolving needs of our University community.

**Threats and Hazards**

Perhaps the most serious threat to the health and safety of university communities 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.

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2*UHM Community Safety Survey (February 2018), UHM Department of Public Safety: http://manoa.hawaii.edu/dps/PDFs/2018UHMCommSafetySurvey.pdf*
Since our first Strategic Plan in 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. In the wake of the false missile alert, many students voiced a renewed interest in learning about how they can prepare for emergencies – this is something the department will continue to expand through increased building emergency planning and exercises.

Community Engagement

A Community Safety Survey must be conducted every three years in accordance with Commission on the Accreditation for Law Enforcement Agencies (CALEA) accreditation standards. Our first survey was conducted in December 2014\(^3\), and the most recent survey was conducted in February 2018. Results of the 2014 UHM Community Safety Survey revealed a lack of community familiarity with the services offered by DPS. When compared with results in the 2018 Community Safety Survey there was a significant increase in students, faculty, and staff who have been proactive in attending safety workshops and training sessions. These programs were not widely available when the 2014 survey was conducted, but in the current survey, 34% of respondents reported that they have attended at least one safety session. This vast increase shows that the need for these programs not only still exists, but is quickly growing. In addition, 65% of respondents to the 2018 survey indicated a desire to learn more about services offered through DPS, which suggests that students, faculty, and staff are continuing to express an interest in becoming engaged in the safety and security of their campus.

As part of our strategic planning process, DPS assessed all past goals for community engagement and updated this Strategic Plan – many of these goals were completed, and some were revised. Current goals were created to meet updated community feedback. In addition to survey results, the department also assesses progress using 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 previous Strategic Plans, the department addressed the need for obtaining law enforcement authority on UH Mānoa campus. This continues to be a prevalent issue, not only for our department, but also for UHM students, faculty, and staff. 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 nearly 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\(^4\) have sworn law enforcement officers as part of their everyday security operation. The 2018 UHM Community Safety Survey showed broad support for UHM in integrating law enforcement into its campus services.

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\(^3\)UHM Community Safety Survey (December 2014), UHM Department of Public Safety: http://manoa.hawaii.edu/dps/PDFs/UHMCommSafetySurvey.pdf

\(^4\)Campus Law Enforcement, 2011-12 (January 2015), U.S. Department of Justice (Bureau of Justice Statistics)
In this survey, we asked three questions related to a potential law enforcement transition, and the survey results are depicted below (similar results are shown in the 2014 survey):

<table>
<thead>
<tr>
<th></th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>I don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>I think that UHM could benefit from having its own police force on campus.</td>
<td>51%</td>
<td>27%</td>
<td>14%</td>
<td>8%</td>
</tr>
<tr>
<td>I would feel safer with university police on campus.</td>
<td>57%</td>
<td>25%</td>
<td>12%</td>
<td>6%</td>
</tr>
<tr>
<td>Having a police force is a beneficial resource to the campus community.</td>
<td>58%</td>
<td>24%</td>
<td>11%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Comparable feedback is often expressed by participants of DPS Active Shooter Awareness & Response Training, in which our department is often asked why we don’t have sworn law enforcement officers on our campus. In response to these growing concerns and the increased prevalence of targeted violence on college and university campuses across the country, DPS aims to continue these conversations towards obtaining law enforcement authority. We plan to involve our students, faculty, staff, surrounding community, and other stakeholders in these discussions.

**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, and are receiving assistance from UH Information Technology Services (ITS) in a plan which will ensure continued operation of the Emergency Call Box program, to include fewer, but newer and ADA compliant call boxes on our campus. In the event that additional financial resources are required due to planned or unplanned circumstances, department administration will work with the Director of Campus Services to secure the needed funding.

**Past Progress and Current Status**

Since our previous 2017-2020 Strategic Plan, DPS has achieved many of its goals, hired new staff, and updated many of its policies and procedures.

**Status of 2017-2020 Strategic Plan Goals**

DPS has either achieved or is currently in the process of achieving, nearly 70% of its stated goals. Approximately 25% of the stated goals are listed in the current Strategic Plan, with the expectation that they will be achieved in the current calendar year. One goal was removed due to lack of feasibility, and one goal was moved to the “future goals” section due to the fact that it will take longer to achieve than was originally expected. Overall, the department is proud of its accomplishments since the last Strategic Plan. For a full list of goals and their status, please see the Appendix on page 17.
New Staff

In 2017, DPS welcomed Chief Andrew Black to the team, and recently added two new positions in April 2018, which will also contribute to the achievement of goals and the overall success of the department. The following positions were newly-created in calendar year 2018:

- **Deputy Chief**: Responsible for supervising Field Operations, Professional Standards, Support Services, and Communications Center activities and programs. This includes daily operations, policy development, recruitment of new staff, and investigations.

- **Crisis Response Manager**: Responsible for unit-level emergency preparedness planning, emerging incident management, the UHM All-Hazards and Comprehensive Emergency Management plans, and DPS staff training.
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.

**CY 2018 Goals:**
- Provide ongoing leadership training to sergeants
- Establish monthly shift/unit level meetings
- Update department sexual misconduct and domestic violence response policies
- Create a Temporary Restraining Order (TRO) response policy with procedures for handling any TRO that is filed with DPS
- Support UH System efforts to replace current Emergency Notification (UH Alert) system
- Establish a system for conducting bi-annual department meetings
- Form an internal department group to develop employee morale and employee recognition programs
- Create a DPS recruitment video to advertise the department and attract potential applicants

**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 (2019-2021):**
- In partnership with the UH Office of Planning & Facilities, explore options for an entrance improvement project
- Streamline department backup power system to create a more efficient system
- Explore redundant security and communication backup systems to address loss of power
- Become a recognized Public Safety Answering Point (PSAP)/E-911 call center (contingent upon law enforcement status and transition)
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.

**CY 2018 Goals:**
- Develop and deploy a crime/incident analysis function consistent with accreditation standards
- 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
- Develop training for creating building emergency plans and begin advertising with building/department coordinators and decision-makers
- Create and implement a plan for renovating the DPS Communications Center
- Initiate campus-wide emergency planning efforts for shelter in place and evacuation, including drills, education, and guidance
- Implement regular campus safety advisory messages for strings of crimes that occur on campus
- Update and implement the DPS Emergency Notification policy

**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 (2019-2021)**
- 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
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.

CY 2018 Goals:
- Implement customer service protocol for re-contacting victims of crimes
- Create tabletop exercise program and offer to departments by request
- 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
- Develop Community Policing Unit (CPU) opportunities to implement programs for department-wide CPU integration
- Create a student safety group to gather feedback and ideas from the current student population

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 (2019-2021)
- Implement student employee program in residence halls, in partnership with Student Housing Services
- Implement Building Incident Response Team (BIRT) and Community Emergency Response Team (CERT) programs
- Create tabletop exercise program and offer to departments by request
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.

CY 2018 Goals:
- Enhance bike patrol unit by training additional officers
- Generate and update a best practice protocol guide for responding to campus sexual violence and intimate partner violence
- 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 increased events and media creation
- Create and implement an updated directive from the UHM Chancellor to increase Campus Security Authority (CSA) outreach and campus crime data collection

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 (2019-2021)
- 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
- Engage the community through creation of a DPS Open House event program
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.

CY 2018 Goals:
- Create a “cheat sheet” for officers to use in field interviews
- Implement officer training for field interviews and investigations
- Send Crisis Response Manager to Crime Prevention Through Environmental Design (CPTED) “train the trainer” course, and deliver training to campus stakeholders
- Create an instructor development program for officers to learn public speaking and presentation skills
- Standardize technology infrastructure to ensure compatibility
- Acquire Clery Compliance Officer certification for Community Programs Manager through National Association of Clery Compliance Officers and Professionals (NACCOP)
- Increase rapport with local public safety and security leaders by establishing a local “council of chiefs”
- Send sergeants to Performance Management training through the Western Association of College and University Business Officers (WACUBO) Pacific Rim Workshop

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 (2019-2021)
- Successfully complete Emergency Management accreditation
- Develop and implement a UHM Continuity of Operations Plan
- Enter into agreement 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
- Participate in training through FEMA’s National Emergency Training Center’s Higher Education Program to implement current Department of Homeland Security standards
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 calendar year 2018, 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 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 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. 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 DPS 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)

Andrew Black, Chief
Deanna Johnson, Deputy Chief
Alberta Pukahi, Captain
Sarah Rice, Community Programs Manager
Jimmy Lagunero, Emergency Management Coordinator
Victor Lomupo, Crisis Response & Training Manager
Daniel Tuttle, Professional Standards Manager
Kurt Mencel, Communications Center Manager
Micah Mercado, Interim 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 2017 Goals</td>
<td>Establish and implement a uniform and appearance policy</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Provide leadership and management training to sergeants</td>
<td>Keep as CY 2018 goal and revise</td>
</tr>
<tr>
<td></td>
<td>Develop an internal system for employee recognition</td>
<td>Keep as CY 2018 goal</td>
</tr>
<tr>
<td></td>
<td>Establish monthly shift/unit level meetings</td>
<td>In progress; plans to expand</td>
</tr>
<tr>
<td></td>
<td>Research, procure, and implement a replacement Computer-Aided Dispatch (CAD)/Records Management System (RMS)</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Create a records management system for reports and other administrative actions</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>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</td>
<td>Partially complete (regular training for officers); response policies in progress</td>
</tr>
<tr>
<td></td>
<td>Develop and implement a transition plan to assign dedicated staff to the Communications Center as dispatchers</td>
<td>Complete</td>
</tr>
<tr>
<td>Future Goals (2018-2020)</td>
<td>Support UH System efforts to replace current Emergency Notification (UH Alert) system</td>
<td>In progress; move to CY 2018 goals</td>
</tr>
<tr>
<td></td>
<td>Conduct the 2017 Community Safety Survey in accordance with CALEA standards</td>
<td>Complete</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 2017 Goals</td>
<td>Enhance bike patrol unit by training additional officers</td>
<td>Keep as CY 2018 goal; move to Strategic Initiative #4</td>
</tr>
<tr>
<td></td>
<td>Revise Field Operations Bureau beat map to enhance patrol coverage</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Develop and deploy a crime/incident analysis function consistent with accreditation standards</td>
<td>Keep as CY 2018 goal</td>
</tr>
<tr>
<td></td>
<td>Complete the Federal Emergency Management Agency (FEMA)-modeled Threat &amp; Hazard Inventory Risk Assessment (THIRA)</td>
<td>Complete, needs updating</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>Develop a multi-year campus Emergency Management exercise plan</td>
<td>Keep as CY 2018 goal; in progress</td>
</tr>
<tr>
<td></td>
<td>Finalize, train, and implement DPS All-Hazards Response Plan</td>
<td>Keep as CY 2018 goal; in progress</td>
</tr>
<tr>
<td></td>
<td>Establish protocols and procedures for Suspicious Activity Reporting (SAR)</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Enhance fire alarms by adding an audible tone to the Central Fire Alarm Monitoring System</td>
<td>Complete</td>
</tr>
<tr>
<td>Future Goals (2018-2020)</td>
<td>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</td>
<td>Keep as future (2019-2021) goal</td>
</tr>
<tr>
<td></td>
<td>Develop training for creating building emergency plans</td>
<td>Move to CY 2018 goals</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><strong>FY 2017 Goals</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implement customer service protocol for re-contacting victims of crimes</td>
<td>Keep as CY 2018 goal</td>
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<tr>
<td></td>
<td>Develop and deliver topic-specific Emergency Preparedness presentations and training</td>
<td>Complete; ongoing</td>
</tr>
<tr>
<td></td>
<td>Develop and implement a comprehensive, community-based homelessness strategy on campus</td>
<td>Recommendations submitted; awaiting approval</td>
</tr>
<tr>
<td></td>
<td>Create tabletop exercise program and offer to departments by request</td>
<td>Move to future (2019-2021) goals</td>
</tr>
<tr>
<td></td>
<td>Expand Community Policing Unit presentations to include New Student Orientation presentations to students</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Create and implement a Campus Safety orientation video</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Implement “See something, say something” program as part of building emergency plans</td>
<td>Complete</td>
</tr>
<tr>
<td><strong>Future Goals (2018-2020)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Create satellite security offices in select locations around campus</td>
<td>Remove – not feasible</td>
</tr>
<tr>
<td></td>
<td>Implement student employee program in residence halls, in partnership with Student Housing Services</td>
<td>Keep as future (2019-2021) goal</td>
</tr>
<tr>
<td></td>
<td>Implement community outreach with “Coffee with a Cop” or similar program</td>
<td>Move to CY 2018 goals</td>
</tr>
<tr>
<td></td>
<td>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</td>
<td>Awaiting approval; move to CY 2018 goals</td>
</tr>
<tr>
<td></td>
<td>Implement Building Incident Response Team (BIRT) and Community Emergency Response Team (CERT) programs</td>
<td>Keep as future (2019-2021) goal</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><strong>FY 2017 Goals</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Complete “continuum of care” position paper/protocol for victims of sexual assault</td>
<td>Keep as CY 2018 goal and revise</td>
</tr>
<tr>
<td></td>
<td>Continue DPS Annual Reporting</td>
<td>Complete; ongoing</td>
</tr>
<tr>
<td></td>
<td>Engage in partnerships with local law enforcement through regular attendance to the State Fusion Center and State Law Enforcement Coalition</td>
<td>Complete; ongoing</td>
</tr>
<tr>
<td></td>
<td>Engage community on Violence Against Women Act (VAWA) issues through sexual assault “continuum of care” video</td>
<td>Keep as CY 2018 goal and revise</td>
</tr>
<tr>
<td></td>
<td>Establish 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</td>
<td>Complete; ongoing</td>
</tr>
<tr>
<td><strong>Future Goals (2018-2020)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Become the single provider for event security services at UH Mānoa, in compliance with state policy</td>
<td>Removed; not feasible to exclude HPD/State DPS</td>
</tr>
<tr>
<td></td>
<td>Establish partnerships with local emergency services providers through regularly-scheduled meetings</td>
<td>Complete</td>
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<tr>
<td></td>
<td>Upon approval and after extensive outreach, incorporate law enforcement authority and staff into DPS structure</td>
<td>Keep as future (2019-2021) goal and revise</td>
</tr>
<tr>
<td></td>
<td>Become a National Incident Management System (NIMS) compliant University</td>
<td>Keep as future (2019-2021) goal</td>
</tr>
<tr>
<td></td>
<td>Restore Community Emergency Response Team (CERT) program and train Student Housing staff</td>
<td>Keep as future (2019-2021) goal</td>
</tr>
<tr>
<td></td>
<td>Create dedicated investigators to provide follow-up on reports of crime and other incidents, to include victim support and services</td>
<td>Keep as future (2019-2021) goal</td>
</tr>
<tr>
<td>Target Date</td>
<td>Goal Description</td>
<td>Current Status</td>
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</tr>
<tr>
<td>FY 2017 Goals</td>
<td>Develop an annual training plan for DPS staff</td>
<td>Complete; ongoing</td>
</tr>
<tr>
<td></td>
<td>Develop and implement DPS policy and procedure manual</td>
<td>Complete; ongoing</td>
</tr>
<tr>
<td></td>
<td>Develop, deploy, and maintain department master work schedule</td>
<td>Removed; unnecessary/redundant</td>
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<tr>
<td></td>
<td>Revise, update, and align department position descriptions</td>
<td>Complete</td>
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<tr>
<td></td>
<td>Create a “cheat sheet” for officers to use in field interviews</td>
<td>Keep as CY 2018 goal</td>
</tr>
<tr>
<td></td>
<td>Implement officer training for field interviews and investigations</td>
<td>Keep as CY 2018 goal</td>
</tr>
<tr>
<td></td>
<td>Create process for review of report quality, content, and dissemination</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Develop and implement a UHM Continuity of Operations Plan</td>
<td>Keep as future (2019-2021) goal</td>
</tr>
<tr>
<td></td>
<td>Enter into dialog with State of Hawaii Department of Public Safety to provide core law enforcement training</td>
<td>Keep as future (2019-2021) goal; revise</td>
</tr>
<tr>
<td></td>
<td>Research feasibility of mobile technology for field operations and reporting</td>
<td>Keep as future (2019-2021) goal</td>
</tr>
<tr>
<td></td>
<td>Conduct accreditation on-site mock assessment</td>
<td>Keep as future (2019-2021) goal</td>
</tr>
</tbody>
</table>