# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter from the Chief</td>
<td>2</td>
</tr>
<tr>
<td>Mission and Vision</td>
<td>3</td>
</tr>
<tr>
<td>Our Mission</td>
<td>3</td>
</tr>
<tr>
<td>Our Vision</td>
<td>3</td>
</tr>
<tr>
<td>Strategic Initiatives</td>
<td>3</td>
</tr>
<tr>
<td>UHM Department of Public Safety Overview</td>
<td>4</td>
</tr>
<tr>
<td>Background</td>
<td>4</td>
</tr>
<tr>
<td>Environmental Scan</td>
<td>5</td>
</tr>
<tr>
<td>Past Progress and Current Status</td>
<td>7</td>
</tr>
<tr>
<td>Strategic Initiative 1: Emphasis on Customer Service</td>
<td>9</td>
</tr>
<tr>
<td>Strategic Initiative 2: Crime and Loss Prevention Services</td>
<td>10</td>
</tr>
<tr>
<td>Strategic Initiative 3: Community Policing</td>
<td>11</td>
</tr>
<tr>
<td>Strategic Initiative 4: University Community Presence</td>
<td>12</td>
</tr>
<tr>
<td>Strategic Initiative 5: Commitment to Excellence</td>
<td>13</td>
</tr>
<tr>
<td>2019 – 2022 DPS Planning Strategy</td>
<td>14</td>
</tr>
<tr>
<td>Plan Implementation</td>
<td>14</td>
</tr>
<tr>
<td>Annual Assessment</td>
<td>14</td>
</tr>
<tr>
<td>Allocating Resources</td>
<td>14</td>
</tr>
<tr>
<td>The Future of Strategic Planning</td>
<td>15</td>
</tr>
<tr>
<td>Strategic Planning Members</td>
<td>15</td>
</tr>
<tr>
<td>Appendix (Past goal status report)</td>
<td>16</td>
</tr>
</tbody>
</table>
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. That commitment is centered on the philosophy of community-oriented policing, and continuing to engage in community partnerships, collaboration with stakeholders, and creating opportunities for our officers to interact with the community as much as possible.

While UH Mānoa continues to be ranked as one of the safest campuses in the country, it is incumbent upon each of our community members to contribute to the safety of our campus. We are excited about the 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. This past year we have made great strides in being recognized by the Commission on Accreditation for Law Enforcement Agencies (CALEA) as adhering to industry best practices. In December, DPS successfully completed a full departmental assessment conducted by CALEA, and we hope to receive our official accreditation in 2019. Additionally, during the past year, DPS has increased officer training and has worked with first responder partners, including the Honolulu Police, Sheriff’s Department, FBI and Honolulu Fire Department in collaborating on full-scale training exercises.

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 2022. 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 update our Strategic Plan on an annual basis, 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 of providing and promoting a safe and secure campus, and serving our community with aloha.

Mahalo for your continued support,

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 UH Mānoa 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 UH Mānoa 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**
UHM DEPARTMENT OF PUBLIC SAFETY OVERVIEW

Background

The University of Hawai‘i (UH) was founded in 1907, and since has expanded to include ten campuses within the UH System on the islands of O‘ahu, Hawai‘i, Maui, and Kaua‘i. The flagship campus of the UH System is the University of Hawai‘i at Mānoa on the island of O‘ahu. UH Mānoa is the largest campus, both in acreage and in student population. With over 17,700 students, over 6,000 employees, 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 (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, to meet the changing demands of our campus. This philosophy is centered on bringing DPS staff, students, employees, community members, and local law enforcement together to identify and evaluate problems within the community and work together to solve them. Through these partnerships, DPS builds trust and rapport with the UH Mānoa community we serve. This model is designed to create a proactive, rather than reactive, response to crime prevention and develop long-term solutions to common concerns. 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 was created in 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, increased safety and security considerations are required. In addition to the increased need for protection

---

1 Statistics courtesy of the Mānoa Institutional Research Office: https://manoa.hawaii.edu/hiro/
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. In 2017, DPS transitioned from a fiscal year plan to a calendar year plan, to provide an easier means for tracking progress.

**Environmental Scan**

To begin the strategic planning process, the Department of Public Safety leadership 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.

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 in January 2018, 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 community awareness programs, building emergency planning, and exercises. We have reflected this in our current (2019) strategic planning goals.

---

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, 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 for calendar year 2019. Many of these goals were completed, and some were revised. Current goals were created to meet our recent 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 at our many 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 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. 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>Questions Regarding Need for Law Enforcement (Q15 from 2018 Community Safety Survey)</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>

---

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)
Comparable feedback is often expressed by participants of DPS Active Shooter Awareness & Response Training, during 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, responsibility for the Emergency Call Box program was transferred to DPS in 2014, and no funding was allocated for the ongoing maintenance of these devices. 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 the Mānoa 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 2018-2021 Strategic Plan, DPS has achieved many of its goals, hired new staff, and updated many of its policies and procedures.

Status of 2018-2021 Strategic Plan Goals
DPS has either achieved or is currently in the process of achieving, nearly 80% of its calendar year 2018 goals. Approximately 19% of these goals were carried over to calendar year 2019 and are present in the current strategic plan, with the expectation that they will be achieved during the current calendar year. Two goals were revised, 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 16.

New Staff
In October 2017, DPS welcomed Chief Andrew Black to the team, and recently added two new positions in April 2018, which directly 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, and Support Services units. 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, full-scale emergency exercises, and DPS staff training.

Anticipated Personnel Levels
Currently, DPS has eighteen University Security Officer I (USO I) position vacancies. Increased advertising and the utilization of the 89-day hire program is expected to increase staffing and lower the number of available vacancies. During calendar year 2018, expanded efforts in recruitment have allowed DPS to hire fifteen USO
I officers. It is our goal to hire a minimum of ten new officers by this time next year, and to maintain the current level of staffing through improved retention. In addition, the department expects to fully staff open positions at John A. Burns School of Medicine (JABSOM) and UH Cancer Center (UHCC) in the coming months. These positions were historically filled by DPS staff, however, lower than expected staffing numbers in 2017 led to a need for contract security officers in many of these positions. DPS will need a minimum of eight USO I officers to fully staff these positions. DPS plans to fill any open positions by continuing to post USO I positions on job search websites, attending career fairs, and soliciting employee recommendations from current staff.

**Anticipated Workload and Population Trends**

It is anticipated that the workload and population of the University of Hawai’i at Mānoa will stay consistent, if not increase. The University currently has a comprehensive plan in place to increase enrollment, which has steadily declined over the past several years. Many of the incidents that drive DPS activities are based on unaffiliated individuals who come onto the campus for a variety of reasons. For example, a lack of social service support will result in the homeless population remaining consistent, if not increasing. DPS pays careful attention to population trends, and will continue addressing concerns as they arise. The department has created a goal of addressing and preventing homeless encampments on campus. In addition, DPS plans to work with the Office of Student Life and Development to tighten security controls at Campus Center by setting hours of operation and deterring non-affiliated individuals from loitering in unauthorized areas after hours.
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

Definition of Strategic Initiative
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.

Calendar Year 2019 Goals
• Create a “cheat sheet” for officers to use in field interviews
• Implement officer training for field interviews and investigations
• Complete Emergency Call Box remove and replace project
• 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
• Work with Campus Services Human Resources to update civil service position description(s)
• Support UH System efforts to replace current Emergency Notification (UH Alert) system
• Form an internal department group to develop employee morale and employee recognition programs
• Streamline department backup power to create a more efficient system
• Explore redundant security and communication backup systems to address loss of power

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 consistent service to the community
• Improvement of communications systems and capabilities to meet technological advances

Future Goals (2020-2022)
• In partnership with the UH Office of Planning & Facilities, explore options for an entrance improvement project
• Identify and locate a permanent DPS training facility
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.

Calendar Year 2019 Goals

- Establish department strategy for addressing and preventing homeless encampments on campus
- Develop and deploy a crime/incident analysis function consistent with accreditation standards
- Address theft of mopeds on campus and implement a strategy to counter
- Complete the revision, development and implementation of the UHM Comprehensive Emergency Management Plan (CEMP)
- Develop threat specific and functional support annexes for the CEMP
- Develop a multi-year campus Emergency Management exercise plan
- Develop event and incident action plans for UHM commencement
- 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
- Coordinate with Student Life regarding Campus Center hours and signage to assist with trespass capability

Annual Success Indicators

- Increased community awareness and usage of core crime, loss prevention, and emergency preparedness services
- Development of Emergency Management action plans, both event-specific and incident-specific
- Improved approach to addressing community concerns through identifying core issues that lead to crime, and implementing programs to counter

Future Goals (2020-2022)

- Initiate campus-wide emergency planning efforts for shelter in place and evacuation, including drills, education, and guidance
- Develop and implement a UHM Continuity of Operations Plan
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.

Calendar Year 2019 Goals

- Revise Move with Aloha brochures and hold a campus-wide event to address growing commuter safety concerns
- Create an updated Mānoa Guardian video to demonstrate new features, and develop a marketing campaign to increase downloads
- Engage community on Violence Against Women Act (VAWA) issues through increased sexual assault awareness events and media creation
- Revise and implement new building security assessment program, to assist departments in integrating building evaluations into unit-level emergency plans
- Develop Community Policing Unit (CPU) opportunities to implement programs for department-wide CPU integration
- Plan and deliver a campus field training exercise focusing on a mass casualty incident

Annual Success Indicators

- Development of awareness campaigns to address concerns surrounding personal safety, commuter safety, and sexual assault response
- Increased community awareness and usage of DPS community policing programs and services
- Increased community-wide and unit-specific involvement in emergency planning and response
- Creation of opportunities for interdepartmental involvement in community policing initiatives

Future Goals (2020-2022)

- 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.

Calendar Year 2019 Goals
- Enhance bike patrol unit by training additional officers
- Implement customer service protocol for re-contacting victims of certain crimes to provide follow-up and victim support services
- Generate and update a best practice protocol guide for responding to campus sexual violence and intimate partner violence
- Create a Clery Compliance Committee at UH Mānoa and establish meetings to review compliance measures
- Coordinate and conduct executive level training and tabletop exercises with a multi-year exercise and evaluation training plan, focusing on the implementation of the UHM Comprehensive Emergency Management Plan (CEMP)
- Develop small-scale tabletop exercise program with UH Athletics
- Fully staff positions at John A. Burns School of Medicine (JABSOM) and UH Cancer Center (UHCC)

Annual Success Indicators
- Increased interaction with victims of crime to ensure follow-up and support services are offered in full
- Increased DPS interaction with campus stakeholder groups and organizations regarding emergency management plans and procedures
- Creation of opportunities for stakeholders to become involved with Clery Act compliance
- Improved employee retention, specifically of USO I officers

Future Goals (2020-2022)
- 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
- 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.

Calendar Year 2019 Goals
• Update Field Training Officer (FTO) program
• Implement quarterly training for supervisors
• Update ongoing officer training program
• Create a career development program for officers to learn and practice interview skills
• Standardize technology infrastructure to ensure compatibility
• Write and implement a concurrent jurisdiction memo with Honolulu Police and Hawai‘i State Department of Public Safety - Sheriff Division to ensure compliance with CALEA standards
• Create expanded guidance for Campus Security Authorities in reporting noncampus property for student travel
• Develop and implement a document management system for Clery Act compliance
• Send Crisis Response Manager to Crime Prevention Through Environmental Design (CPTED) “train the trainer” course, and deliver training to campus stakeholders
• Acquire Clery Compliance Officer certification for Community Programs Manager through National Association of Clery Compliance Officers and Professionals (NACCOP)

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 (2020-2022)
• Research feasibility of mobile technology for field operations and reporting
• Coordinate, train, and obtain proficiency in less than lethal tools
• Explore options for replacement of Computer-Aided Dispatch (CAD)/Report Management System (RMS)
• Enter into agreement with State of Hawai‘i State Department of Public Safety - Sheriff Division to provide core law enforcement training
• Successfully complete Emergency Management accreditation
• Participate in training through FEMA’s National Emergency Training Center’s Higher Education Program to implement current Department of Homeland Security standards


2019-2022 DPS PLANNING STRATEGY

This DPS strategic plan reflects the department’s current and future goals, which were identified as contributing towards the success of UH Mānoa Department of Public Safety’s mission and vision. The planning process included an expansive analysis of the department’s current performance, considered alongside DPS goals for growth and expansion over the next several years. The many factors DPS considered throughout this strategic evaluation include:

- A comprehensive assessment 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
- Evaluation 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 measure current progress and develop future goals

This multi-year plan was developed using these critical elements. Many of these goals are targeted for achievement in calendar year 2019, with other select goals identified for future years. DPS recognizes that this is a fluid document which will be evaluated on a continuous basis, 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 the where the department desires to see itself in the next four 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 along with the department, and the University as a whole, 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 challenges faced by universities across the country, including UH Mānoa. 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 DPS Leadership 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 LEADERSHIP 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
James Douglas, IT Manager
Leslie Cabingabang, PAU Violence Coordinator & Liaison
Kori Asada, Administrative Assistant
Trudy Nojiri, Administrative Assistant
All DPS Command Staff ( Sergeants)
### 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>Calendar Year 2018 Goals</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide ongoing leadership training to sergeants</td>
<td>Complete; ongoing</td>
</tr>
<tr>
<td></td>
<td>Establish monthly shift/unit level meetings</td>
<td>Complete; ongoing</td>
</tr>
<tr>
<td></td>
<td>Update department sexual misconduct and domestic violence response policies</td>
<td>In progress; keep as current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Create a Temporary Restraining Order (TRO) response policy with procedures for handling any TRO that is filed with DPS</td>
<td>In progress; keep as current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Support UH System efforts to replace current Emergency Notification (UH Alert) system</td>
<td>In progress; keep as current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Establish a system for conducting bi-annual department meetings</td>
<td>Complete; changed to annual meetings</td>
</tr>
<tr>
<td></td>
<td>Form an internal department group to develop employee morale and employee recognition programs</td>
<td>In progress; keep as current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Create a DPS recruitment video to advertise the department and attract potential applicants</td>
<td>Complete; video was not feasible, but accomplished recruitment goal through job fairs and online postings</td>
</tr>
<tr>
<td>Future Goals (2019-2022)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>In partnership with the UH Office of Planning &amp; Facilities, explore options for an entrance improvement project</td>
<td>Keep as future (2020-2022) goal</td>
</tr>
<tr>
<td></td>
<td>Streamline department backup power system to create a more efficient system</td>
<td>Will become current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Explore redundant security and communication backup systems to address loss of power</td>
<td>Will become current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Become a recognized Public Safety Answering Point (PSAP)/E-911 call center (contingent upon law enforcement status and transition)</td>
<td>Remove; not feasible at this time</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><strong>Calendar Year 2018 Goals</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop and deploy a crime/incident analysis function consistent with accreditation standards</td>
<td>Keep as current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Complete the revision, development, and implementation of the UHM Comprehensive Emergency Management Plan (CEMP)</td>
<td>In progress; keep as current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Develop a multi-year Emergency Management exercise plan</td>
<td>In progress; keep as current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Finalize, train, and implement DPS All-Hazards Response Plan</td>
<td>Complete; ongoing</td>
</tr>
<tr>
<td></td>
<td>Develop training for creating building emergency plans and begin advertising with building/department coordinators and decision-makers</td>
<td>In progress; revised and moved to Strategic Initiative 4 current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Create and implement a plan for renovating DPS Communications Center</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Initiate Campus-wide emergency planning efforts for shelter in place and evacuation, including drills, education, and guidance</td>
<td>Moved to future (2020-2022) goal due to need for further discussion</td>
</tr>
<tr>
<td></td>
<td>Implement regular campus safety advisory messages for strings of crimes that occur on campus</td>
<td>Complete; ongoing</td>
</tr>
<tr>
<td></td>
<td>Update and implement the DPS Emergency Notification policy</td>
<td>Complete</td>
</tr>
<tr>
<td><strong>Future Goals (2019-2022)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></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>Will become current (2019) goal</td>
</tr>
<tr>
<td>Calendar Year 2018 Goals</td>
<td>Goal Description</td>
<td>Current Status</td>
</tr>
<tr>
<td>-------------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Implement customer service protocol for re-contacting victims of crimes</td>
<td>Keep as current (2019) goal, place under strategic initiative #4, and revise</td>
</tr>
<tr>
<td></td>
<td>Create tabletop exercise program and offer to departments by request</td>
<td>Complete; ongoing</td>
</tr>
<tr>
<td></td>
<td>Implement community outreach with “Coffee with a Cop” or similar program</td>
<td>Remove; not feasible as written but will revise with replacement community interaction program</td>
</tr>
<tr>
<td></td>
<td>Using the Emergency Call Box (ECB) proposal as guidance, determine whether or not</td>
<td>Complete; project is in progress</td>
</tr>
<tr>
<td></td>
<td>DPS will maintain ECB program in its current state or revise operations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop Community Policing Unit (CPU) opportunities to implement programs for</td>
<td>Keep as current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>department-wide CPU integration</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Create a student safety group to gather feedback and ideas from the current student</td>
<td>Keep as current (2019) goal and revise</td>
</tr>
<tr>
<td>Future Goals</td>
<td>Implement student employee program in residence halls, in partnership with</td>
<td>Remove; not feasible due to lack of resources</td>
</tr>
<tr>
<td>(2019-2022)</td>
<td>Student Housing Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implement Building Incident Response Team (BIRT) and Community Emergency Response</td>
<td>Keep as current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Team (CERT) programs</td>
<td></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>Calendar Year 2018 Goals</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Enhance bike patrol unity by training additional officers</td>
<td>Keep as current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Generate and update a best practice protocol guide for responding to campus sexual violence and intimate partner violence</td>
<td>In progress; keep as current (2019) goal</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 increased sexual assault events and media creation</td>
<td>In progress; keep as current (2019) goal, place under strategic initiative #3, and revise</td>
</tr>
<tr>
<td></td>
<td>Create and implement an updated directive from UHM Chancellor to increase Campus Security Authority (CSA) outreach and campus crime data collection</td>
<td>Complete</td>
</tr>
<tr>
<td><strong>Future Goals (2019-2022)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Upon approval and after extensive outreach, incorporate law enforcement authority and staff into DPS structure</td>
<td>Keep as future (2020-2022) goal</td>
</tr>
<tr>
<td></td>
<td>Become a National Incident Management System (NIMS) compliant university</td>
<td>Keep as future (2020-2022) goal</td>
</tr>
<tr>
<td></td>
<td>Restore Community Emergency Response Team (CERT) program and train Student Housing staff</td>
<td>Keep as future (2020-2022) 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>Removed; redundant with current goal under Strategic Initiative 3</td>
</tr>
<tr>
<td></td>
<td>Engage the community through creation of a DPS Open House event program</td>
<td>Keep as future (2020-2022) goal</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><strong>Calendar Year 2018 Goals</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Create a “cheat sheet” for officers to use in field interviews</td>
<td>Keep as current (2019) goal, place under strategic initiative #1</td>
</tr>
<tr>
<td></td>
<td>Implement officer training for field interviews and investigations</td>
<td>Keep as current (2019) goal, place under strategic initiative #1</td>
</tr>
<tr>
<td></td>
<td>Send Crisis Response Manager to Crime Prevention Through Environmental Design (CPTED) “train the trainer” course, and deliver training to campus stakeholders</td>
<td>Keep as current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Create an instructor development program for officers to learn public speaking and presentation skills</td>
<td>Keep as current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Standardize technology infrastructure to ensure compatibility</td>
<td>In progress; keep as current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Acquire Clery Compliance Officer certification for Community Programs Manager through National Association for Clery Compliance Officers and Professionals (NACCOP)</td>
<td>In progress; keep as current (2019) goal</td>
</tr>
<tr>
<td></td>
<td>Increase rapport with local public safety and security leaders by establishing a “council of chiefs”</td>
<td>Complete; ongoing</td>
</tr>
<tr>
<td></td>
<td>Send sergeants to Performance Management training through Western Association of College and University Business Officers (WACUBO) Pacific Rim Workshop</td>
<td>Complete; ongoing</td>
</tr>
<tr>
<td><strong>Future Goals (2019-2022)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Successfully complete Emergency Management accreditation</td>
<td>Keep as future (2020-2022) goal</td>
</tr>
<tr>
<td></td>
<td>Develop and implement a UHM Continuity of Operations Plan</td>
<td>Keep as future (2020-2022) goal, place under strategic initiative #1</td>
</tr>
<tr>
<td></td>
<td>Enter into dialog with State of Hawai‘i Department of Public Safety to provide core law enforcement training</td>
<td>Keep as future (2020-2022) goal</td>
</tr>
<tr>
<td></td>
<td>Research feasibility of mobile technology for field operations and reporting</td>
<td>Keep as future (2020-2022) goal</td>
</tr>
<tr>
<td></td>
<td>Conduct accreditation on-site mock assessment</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Participate in training through FEMA’s National Emergency Training Center’s Higher Education Program to implement current Department of Homeland Security standards</td>
<td>Keep as future (2020-2022) goal</td>
</tr>
</tbody>
</table>