SAFEGUARDING OUR COMMUNITY

2022-2025 STRATEGIC PLAN

Commitment to Excellence

@UHManoaSafety

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LETTER FROM THE CHIEF

Aloha,

I am pleased to present the UH Mānoa Department of Public Safety (DPS) 2022-2025 Strategic Plan. We are poised and excited to move forward into our next three years of campus service and operational readiness. As Chief of DPS, it has been extremely rewarding to look back and see the growth of our officers, their passion for serving our campus and the professionalism they demonstrate in performing their duties. It has been exciting to implement new programs and policies that contribute to the safety or our community. Our national accreditation with the Commission on Accreditation for Law Enforcement Agencies (CALEA) has set a standard of excellence for our officers to follow. Our officers have maintained the highest standard of performance and have continued to meet or exceed the goals and objectives set forth. DPS has continued our commitment to protecting students, employees, and visitors, and we do this every day with aloha. Of course, safety is a shared responsibility, as everyone’s participation is necessary to ensure that UH Mānoa continues to be one of the safest university campuses in the country.

Over the past year, DPS has worked closely with our internal and external stakeholders to continue our mission of providing and promoting a safe and secure campus. Many of our recent strategic goals were accomplished by embracing the concept of community policing. By leveraging remote learning technology, DPS has been able to educate a far greater number of students and employees in concepts relating to campus safety, active shooter response, hurricane preparedness, and conflict resolution. Students and employees throughout the UH System have been able to participate in remote safety training that may not have otherwise been available to them. We are excited about this increased participation and expansion of our programs and resources.

DPS maintains close working relationships with community partners, including the Honolulu Police Department, Hawai‘i State Sheriff’s Department, local FBI, Honolulu Fire Department, State Emergency Medical Services, and Department of Transportation Harbor’s Division in collaborating on anything from routine emergency response to full-scale training exercises. DPS continues to collaborate with local law enforcement on a variety of mutually-beneficial projects and initiatives. We recognize that industry best practices for campus public safety must be constantly evaluated and addressed.

With an eye towards the future, I am pleased to present the 2022-2025 update to our strategic plan, which outlines DPS’s goals for expanding safety measures on campus, increasing community engagement, and continuing our commitment to excellence in campus safety. With the sustained support of our community, DPS will continue to provide excellent service, support the mission of the university, and maintain alignment with ever-changing national best practices. We thank you for your support, 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 & 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
UH MĀNOA 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 (the “Big Island”), 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 enrollment of over 19,000 students, over 6,000 employees, 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 (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. 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 to a calendar year strategic plan, to provide an easier means for tracking progress.

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1 Statistics courtesy of the Mānoa Institutional Research Office: https://manoa.hawaii.edu/miro/.
Alignment with UH Mānoa 2015-2025 Strategic Plan

DPS has aligned each of its 2021 strategic planning goals with the 2015 - 2025 UH Mānoa Strategic Plan, entitled Mānoa 2025: Our Kuleana to Hawai‘i & the World. UH Mānoa has identified four high-level strategic goals, which include:

- Becoming a Native Hawaiian Place of Learning
- Student Success
- Sustainability
- Research Excellence

Within each of these strategic goals lies several principles which directly align with DPS strategic goals, and these principles are addressed throughout this strategic plan. 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:

“We will be locally and globally recognized as a premier student-centered, Carnegie Research 1, community-serving university grounded in a Native Hawaiian place of learning that summons our rich knowledge systems to help mālama Hawai‘i and the world for future generations.”

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.

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2 UH Mānoa Strategic Plan - Mānoa 2025: Our Kuleana to Hawai‘i & the World: https://manoa.hawaii.edu/strategicplan/
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.

**Environmental Scan**

To begin the strategic planning process, the UH Mānoa 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 2021 UHM
Community Safety Survey results, employee feedback, and conversations with students, faculty,
and staff. Many factors were considered throughout this process, including 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. In other cases, this strategic plan takes into account post-COVID-19
pandemic response, and there are additional considerations we must make as a result.

**Threats and Hazards**

Throughout most of 2020 and 2021, the most serious threat to the health and safety of university
communities across the country was the prevalence of COVID-19. From a university public safety
perspective, the pandemic response has forced campuses to evolve and increase their emergency
planning efforts, while refocusing efforts on cost-effective strategies for security improvements. As
institutions begin their post-COVID recovery, we must take even more new strategies into account.
This requires filling the positions left open during the UH hiring freeze, which we address in the
"Past Progress and Current Status" section on page 7 of this strategic plan.

In addition to these more modern threats to health and safety, we must still consider a variety of
other 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 direct need for campus-wide emergency
preparedness. Since our inaugural strategic plan in 2015, these threats and hazards remain
unchanged in many ways, however, new challenges are illustrating the need for robust emergency
planning. Our community continues to express interest in learning more about what they can do
to protect themselves and their property, and continue to participate in community awareness
programs, building emergency planning, and exercises. We have reflected these changing needs in
our strategic planning goals.

**Community Engagement**

A Community Safety Survey is conducted every three years in accordance with Commission on
the Accreditation for Law Enforcement Agencies (CALEA) accreditation standards. Past surveys
were conducted in December 2014 and February 2018. The most recent survey was conducted in
April 2021. Results of the 2014 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

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workshops and training sessions. These programs were not widely available when the 2014 survey was conducted, and in the 2018 survey, 34% of respondents reported that they have attended at least one safety session. The 2021 survey showed even more growth, with 39% of respondents reporting that they attended at least one safety session. One major change to community interaction has been the move to virtual training sessions. This has allowed DPS to reach students and employees throughout the UH System, because they can participate remotely. While the pandemic presented many challenges to educating the community on safety issues, it also opened up many opportunities for increased exposure. We expect participation to grow as DPS works with other campus public safety managers to increase communication and information sharing.

As part of our strategic planning process, DPS assessed all past goals for community engagement and updated this strategic plan for calendar year 2022. Many of the 2021 goals were completed, and some were revised. Current goals were created to meet our most recent community feedback and department needs. 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. Now that campus has reopened for in-person instruction, it is our hope to expand these programs even more.

**Law Enforcement Authority**

In previous strategic plans, DPS 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 and employees. 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 2021 UH Mānoa Community Safety Survey showed 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 in the table below.

<table>
<thead>
<tr>
<th>Questions Regarding Need for Law Enforcement</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>41%</td>
<td>21%</td>
<td>27%</td>
<td>11%</td>
</tr>
<tr>
<td>I would feel safer with university police on campus.</td>
<td>43%</td>
<td>22%</td>
<td>25%</td>
<td>10%</td>
</tr>
<tr>
<td>Having a police force is a beneficial resource to the campus community.</td>
<td>44%</td>
<td>21%</td>
<td>24%</td>
<td>11%</td>
</tr>
</tbody>
</table>

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4 Campus Law Enforcement, 2011-12 (January 2015), U.S. Department of Justice (Bureau of Justice Statistics)
Comparable feedback is often expressed by participants at DPS community training sessions and events, 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. 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. Currently, most large expenditures have been put on hold due to lack of available funding, so several projects are dependent upon the ability of funds.

**Past Progress and Current Status**

Since our previous 2021-2024 Strategic Plan, DPS has achieved many of its goals, hired new staff, and updated many of its policies and procedures.

**Status of 2021-2024 Strategic Plan Goals**

DPS has either achieved or is currently in the process of achieving 94% of its calendar year 2021 goals. Approximately 60% of these goals were carried over to calendar year 2022 and are present in the current strategic plan, with the expectation that they will be achieved during the current calendar year. A few of our goals are already in progress or near completion, but were pending final completion due to COVID-19 funding holds or campus closures, which prevented some projects from being completed. Four goals were changed to future (2023-2025) goals due to lack of feasibility for completion during calendar year 2022. 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: Past Goal Status Report" section on page 16.

**Current Personnel Levels and 2021 Position Changes**

In 2021, DPS hired seven USO I (Officer) positions, two USO I employees were promoted to USO II (Corporal) positions, and four employees were promoted to USO III (Sergeant) positions. Of the thirty-four total USO I positions, six positions are currently vacant. Of the eight total USO II positions, five are currently vacant. DPS currently has nine Sergeant (USO III) positions, with eight positions filled and one position vacant. Eight Sergeants are assigned to the Mānoa campus, and one is assigned to John A. Burns School of Medicine (JABSOM) and UH Cancer Center (UHCC). There were no new additions to the leadership team in 2021, however, the Professional Standards Manager position is currently vacant, with plans to fill it in the near future. All leadership team members are considered Administrative, Professional, and Technical (APT) positions, and all USO employees are Civil Service positions. DPS lost twelve USO I employees (one retired), three USO II employees, three USO III employees (all three retired) and one APT employee in 2021.

**Anticipated Personnel Levels**

While COVID-19 has affected the department's ability to hire for all currently vacant positions, DPS has been allowed to fill any positions that were vacated since the start of the pandemic. It is our goal to fill the additional, outstanding vacancies that were affected by the hiring freeze, as the department continues to run with lean staffing numbers. There are additional vacancies that were affected by the COVID-19 hiring freeze, including fifteen additional unfilled USO I and two additional USO II vacancies, which were taken away from the department, but that we hope to regain in the
DPS plans to fill any open positions by continuing to post USO I positions on job search websites, attending career fairs (when available), and soliciting employee recommendations from current staff, as soon as these opportunities become available. In addition, increasing retention rates will reduce the need for hiring more employees. While it is promising that the department is able to fill many of its most recent vacancies, DPS continues to focus many of its strategic planning goals on employee retention and building positive morale. For the short term, DPS has utilized contract security guards to serve in static posts, which are strategically placed throughout campus where they are needed most. It is our hope that we will be able to hire more USO I employees and reduce the need for contract security staff in the future.

**Anticipated Workload and Population Trends**

DPS anticipates that the workload and population of the University of Hawai‘i at Mānoa will stay consistent, if not increase as campus continues to return to “business as usual.” The University currently has a comprehensive plan in place to increase enrollment, which has thus far been effective in increasing the student population each year. Of course, COVID-19 and the subsequent movement to online learning throughout 2020 and 2021 affected the population and security landscape at universities across the country.

No matter what the number of students on campus, 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. The department has made efforts to address and prevent homeless encampments on campus, and is working to increase its CCTV surveillance capability to assist with monitoring areas of concern. DPS has also added contract security at static posts throughout campus, and is working with building coordinators on locking buildings according to their needs. Each of these efforts has helped to address building-specific security concerns. Maintaining adequate security staff coverage throughout UH Mānoa campus is of paramount importance regardless of the number of students and employees working and attending classes in person. While population trends are an important consideration when allocating staffing, it doesn't affect the staffing numbers needed in order to ensure consistent coverage of campus. DPS pays careful attention to population trends, and will continue addressing concerns as they arise.
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
Service, community engagement, cross-cultural awareness, and technological innovation

Explanation 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. Physical infrastructure and technology is also important in maintaining excellent customer service with the community we serve.

Calendar Year 2022 Goals
- Complete Emergency Call Box remove and replace project, including CCTV cameras on new tower units
- Update department sexual misconduct and domestic violence response policies; generate and update a best practice protocol guide for responding to campus sexual violence and intimate partner violence
- Create a Temporary Restraining Order (TRO) response policy with procedures for handling any TRO that is filed with DPS
- Form an internal department recognition board to develop employee morale and employee recognition programs
- Research and implement a UH Alert Emergency Notification and Timely Warning replacement system to ensure optimal communication to the campus community
- Explore the feasibility of moving DPS dispatch to a larger location; develop a video wall for dispatch monitoring of campus-wide CCTV systems
- Develop a committee to review, revise, and update DPS policies and procedures
- Develop a strategy for installation and monitoring of a campus-wide CCTV system

Annual Success Indicators
- Additional opportunities for recognition and morale-boosting programs
- Increased consistency in supervisory decision-making and application of policies and protocols
- Improvement of communications systems and capabilities to meet technological advances
- Increased physical security equipment and protocols throughout campus

Future Goals (2023-2025)
- Restore Community Emergency Response Team (CERT) program and train Student Housing staff
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
Fostering a sense of stewardship, building resilience, and focus on communication

Explanation of Strategic Initiative
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 2022 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 threat specific and functional support annexes for the CEMP
• Develop a multi-year campus Emergency Management exercise plan
• Research possibilities and implement an internal reader board system to provide DPS employees with department alerts, campus trends, and updates
• Identify and incorporate new technology and equipment which assists DPS with crime and loss prevention (i.e., robots, UAV, mobile)
• Improve DPS cyber security systems by installing clients to monitor suspicious activity and creating cyber security policies

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
• Creation of user-friendly guides that assist in unit-level crime and loss prevention, emergency management, and overall safety protocols
• Increased DPS (internal) employee awareness of campus activity and crime trends

Future Goals (2023-2025)
• Initiate campus-wide emergency planning efforts for shelter in place and evacuation, including drills, education, and guidance
STRATEGIC INITIATIVE 3: COMMUNITY POLICING

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

Alignment with UH Mānoa Strategic Plan
Innovation, community engagement, cross-cultural awareness, and place of learning

Explanation of Strategic Initiative
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 2022 Goals
• Develop Community Policing Unit (CPU) opportunities to implement programs for department-wide CPU integration
• Create and implement a plan for Community Policing Unit to use the DPS training room for community training sessions
• Update DPS brochures and handouts to align with UH reorganization and resource changes
• Conduct 2022 emergency tabletop exercise
• Create a position that functions as an investigative officer for follow-up to DPS incident reports, victim support, and coordination with outside agencies
• Explore opportunities for expanding DPS recruitment to fill open DPS positions.

Annual Success Indicators
• Development of awareness campaigns to address concerns surrounding personal safety on campus
• Increased community awareness and usage of DPS community policing programs and services
• Creation of opportunities for interdepartmental involvement in community policing initiatives
• Improved approach to addressing community concerns through identifying core issues that lead to crime, and implementing programs to counter

Future Goals (2023-2025)
• Implement Building Incident Response Team (BIRT) and Community Emergency Response Team (CERT) programs
• Engage with the community through creation of a DPS Safety Walk and Open House event program
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
Fostering a sense of stewardship, community engagement, and strengthening the gathering experience

Explanation of Strategic Initiative
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 2022 Goals
• Facilitate COVID-19 after action reviews for UH System, UH Mānoa campus, and DPS
• Revise UH Mānoa Pandemic Response Plan with updates from after action reports
• Create and work toward System-wide plan for centralization of Clery compliance efforts
• Establish quarterly meetings with security managers from other UH campuses
• Meet with Campus Operations and Facilities monthly to enhance campus security in general, and explore options for a DPS entrance improvement project

Annual Success Indicators
• Increased DPS interaction with campus stakeholder groups and organizations regarding physical security on campus
• Increased engagement with UH System campuses
• Completion of Pandemic Response Plan

Future Goals (2023-2025)
• Upon approval and after extensive outreach, incorporate law enforcement authority and staff into DPS structure
• Coordinate with local City & County of Honolulu Emergency Medical Services (EMS), to establish an on-campus substation
• Identify a state or county agency that is willing to sign a Memorandum of Understanding (MOU) for utilizing software for warrant checks and National Crime Information Center (NCIC) checks
STRATEGIC INITIATIVE 5: COMMITMENT TO EXCELLENCE

Vision Statement
Maintain a commitment to excellence.

Alignment with UH Mānoa Strategic Plan
Enhancing the student experience, providing for the whole campus ‘ohana, process innovation, and technological innovation

Explanation of Strategic Initiative
A commitment to excellence is more than a mission statement. DPS aims for continuous improvement by integrating comprehensive training programs, improving reporting and documentation practices, utilizing technology, and streamlining processes whenever possible.

Calendar Year 2022 Goals
• Explore options for replacement of Computer-Aided Dispatch (CAD)/Report Management System (RMS) and research feasibility of mobile technology for field operations and reporting
• Update report writing manual to align with current training and new CAD/RMS system
• Create and distribute USO I, USO II, USO III, and CSO job manuals
• Create a series of individual and topic-specific leadership skills sessions for career development
• Complete internal Clery compliance audit with internal audit committee; analyze findings and address needs
• Acquire new DPS vehicles into current fleet
• Explore the potential of moving Clery compliance data, records, and training to a Clery compliance platform
• Create a UH System-wide new officer training academy
• Implement a health and wellness coordinator assignment within the department to arrange voluntary fitness activities for staff

Annual Success Indicators
• Continued involvement and investment in staff development and training opportunities
• Enhanced, and more consistent, field performance of staff
• Implementation of process improvements to maximize DPS effectiveness and efficiency
• Creation of guides and manuals, designed to improve on-the-job performance through a standardized knowledge base

Future Goals (2023-2025)
• Complete Commission on the Accreditation of Law Enforcement Agencies (CALEA) on-site re-accreditation
• Enter into dialog with State of Hawai‘i Department of Public Safety - Sheriff Division to provide core law enforcement training
• Create a two-week leadership course for staff promotions
• Identify and train DPS employees as certified driver instructors; implement training throughout department
• Implement Chief’s Advisory Group and select DPS employees from each shift to participate
• Incorporate electrical vehicles into DPS fleet as stipulated in Hawaii state Act 74, which establishes the goal for state agencies to transition 100% of light-duty vehicles to zero emissions vehicles by December 1, 2035
2022-2025 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 2022, 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 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 four 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  
Kurt Mencel, Deputy Chief  
Alberta Pukahi, Captain  
Sarah Rice, Community Programs Manager & Clery Compliance Officer  
Jimmy Lagunero, Emergency Management Coordinator  
Mario Pagni, Crisis Response & Training Manager  
Carol Lee, Physical Security & Emergency Management Coordinator  
Steven Wong, IT Specialist  
Kori Matsumoto, Administrative Assistant  
Trudy Nojiri, Administrative Assistant  
All DPS Command Staff ( Sergeants)
APPENDIX: PAST GOAL STATUS REPORT

The tables on the following pages contain a full status report of all goals from our prior 2021-2024 Strategic Plan. Some goals are complete, some have been revised, and some have been removed.

<table>
<thead>
<tr>
<th>Strategic Initiative 1: Emphasis on Customer Service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Date</strong></td>
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<tr>
<td><strong>Calendar Year 2021 Goals</strong></td>
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| **Future Goals (2022-2024)** | | |
| | In partnership with the UH Office of Planning & Facilities, explore options for an entrance improvement project | Will become current (2022) goal; combined with goal of setting quarterly meetings with Campus Operations & Facilities |
### Strategic Initiative 2: Crime and Loss Prevention Services

<table>
<thead>
<tr>
<th>Target Date</th>
<th>Goal Description</th>
<th>Current Status</th>
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</thead>
<tbody>
<tr>
<td><strong>Calendar Year 2021 Goals</strong></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Develop and deploy a crime/incident analysis function consistent with accreditation standards</td>
<td>Pending implementation of new CAD/RMS software; keep as current (2022) 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 (2022) goal</td>
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<tr>
<td></td>
<td>Develop threat specific and functional support annexes for the CEMP.</td>
<td>In progress; keep as current (2022) goal</td>
</tr>
<tr>
<td></td>
<td>Develop a multi-year campus Emergency Management exercise plan</td>
<td>In progress; keep as current (2022) goal</td>
</tr>
<tr>
<td></td>
<td>Identify software and hardware needs for a campus-wide CCTV system</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Analyze Jeanne Clery Act geography and revise maps and policy information based on updated federal guidance</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Expand the UH System Emergency Management guide on tasks and assignments; create user-friendly checklists and guides for key units and functions.</td>
<td>Complete</td>
</tr>
<tr>
<td><strong>Future Goals (2022-2024)</strong></td>
<td>Initiate campus-wide emergency planning efforts for shelter in place and evacuation, including drills, education, and guidance</td>
<td>Keep as future (2023-2025) 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>Calendar Year 2021 Goals</td>
<td>Develop Community Policing Unit (CPU) opportunities to implement programs for department-wide CPU integration</td>
<td>In progress; keep as current (2022) goal</td>
</tr>
<tr>
<td></td>
<td>Create and implement a plan for Community Policing Unit to use the DPS training room for community training sessions</td>
<td>In progress; keep as current (2022) goal</td>
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<tr>
<td></td>
<td>Work with UH Office of Systems Integration to assist in the creation of a standard, printable map for UH Mānoa campus</td>
<td>Complete</td>
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<tr>
<td></td>
<td>Update Campus Security Authority (CSA) training with new noncampus property implications, as defined in 2021 U.S. Department of Education Jeanne Clery Act Appendix</td>
<td>Complete</td>
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<tr>
<td></td>
<td>In partnership with John A. Burns School of Medicine (JABSOM), develop and facilitate a limited-scale tabletop exercise (TTX) for response to an explosion on campus</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Write, conduct, analyze, and distribute results for the triennial CALEA Community Safety Survey</td>
<td>Complete</td>
</tr>
<tr>
<td>Future Goals (2022-2024)</td>
<td>Implement Building Incident Response Team (BIRT) and Community Emergency Response Team (CERT) programs</td>
<td>Keep as future (2023-2025) goal</td>
</tr>
<tr>
<td></td>
<td>Assist in the research of UH System-wide implementation of Mānoa Guardian app</td>
<td>Removing as goal; has been revised into new goal with Rave Alert.</td>
</tr>
<tr>
<td>Target Date</td>
<td>Goal Description</td>
<td>Current Status</td>
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<tr>
<td>Calendar Year 2021 Goals</td>
<td>Implement customer service protocol for re-contacting victims of certain crimes to provide follow-up and victim support services</td>
<td>Revised with new goal in Strategic Initiative 3: Community Policing</td>
</tr>
<tr>
<td></td>
<td>Engage community through creation of a DPS Open House event program</td>
<td>Moved to future (2023-2025) goals</td>
</tr>
<tr>
<td></td>
<td>Facilitate COVID-19 after action reviews for UH System, UH Mānoa campus, and DPS</td>
<td>In progress; keep as current (2022) goal</td>
</tr>
<tr>
<td></td>
<td>Establish a UH Mānoa security planning committee consisting of stakeholders from a variety of campus departments, to discuss physical security needs on campus</td>
<td>Remove and revise into new goal</td>
</tr>
<tr>
<td></td>
<td>Coordinate with local City &amp; County of Honolulu Emergency Medical Services (EMS), to establish an on-campus substation</td>
<td>Moved to future (2023-2025) goals</td>
</tr>
<tr>
<td></td>
<td>Identify a state or county agency that is willing to sign a Memorandum of Understanding (MOU) for utilizing software for warrant checks and National Crime Information Center (NCIC) checks</td>
<td>Moved to future (2023-2025) goals; pending potential state public safety reorganization</td>
</tr>
<tr>
<td></td>
<td>Revise UH Mānoa Pandemic Response Plan with updates from after action reports</td>
<td>In progress; keep as current (2022) goal</td>
</tr>
<tr>
<td>Future Goals (2022-2024)</td>
<td>Upon approval and after extensive outreach, incorporate law enforcement authority and staff into DPS structure</td>
<td>Keep as future (2023-2025) goal</td>
</tr>
<tr>
<td></td>
<td>Restore Community Emergency Response Team (CERT) program and train Student Housing staff</td>
<td>Keep as future (2023-2025) goal</td>
</tr>
<tr>
<td></td>
<td>Develop UH Emergency Operations Center and UH Mānoa campus-wide annex documents for Comprehensive Emergency Management Plan (CEMP)</td>
<td>Will become current (2022) goal; in progress</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>
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<tbody>
<tr>
<td><strong>Calendar Year 2021 Goals</strong></td>
<td></td>
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<tr>
<td></td>
<td>Re-certify all USO I, USO II, and USO III employees in First Aid/CPR/AED</td>
<td>Complete</td>
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<td></td>
<td>Coordinate, train, and obtain proficiency in less than lethal tools</td>
<td>Complete</td>
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<tr>
<td></td>
<td>Identify and train new DPS instructors in First Aid/CPR/AED and Pressure Point Control Tactics (PPCT)</td>
<td>Complete</td>
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<td></td>
<td>Identify and train DPS employees as certified driver instructors; implement training throughout department</td>
<td>Moved to future (2023-2025) goals</td>
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<tr>
<td></td>
<td>Implement Chief’s Advisory Group and select DPS employees from each shift to participate</td>
<td>In progress; keep as current (2021) goal</td>
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<td></td>
<td>Explore options for replacement of Computer-Aided Dispatch (CAD) / Report Management System (RMS) and research feasibility of mobile technology for field operations and reporting (pending new CAD/RMS software)</td>
<td>In progress; keep as current (2022) goal</td>
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<td></td>
<td>Update report writing manual to align with current training and new CAD/RMS system</td>
<td>In progress; keep as current (2022) goal</td>
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<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>Complete</td>
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<td>Create and distribute USO I, USO II, USO III, and CSO job manuals</td>
<td>In progress; keep as current (2022) goal</td>
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<td></td>
<td>Implement a health and wellness coordinator assignment within the department to arrange voluntary fitness activities for staff</td>
<td>In progress; keep as current (2022) goal</td>
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<td></td>
<td>Create a series of individual and topic-specific leadership skills sessions for career development</td>
<td>In progress; keep as current (2022) goal</td>
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<tr>
<td><strong>Future Goals (2022-2024)</strong></td>
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<tr>
<td></td>
<td>Complete Commission on the Accreditation of Law Enforcement Agencies (CALEA) on-site re-accreditation (2023)</td>
<td>Keep as future (2023-2025) goal</td>
</tr>
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<td></td>
<td>Enter into dialog with State of Hawai‘i State Department of Public Safety - Sheriff Division to provide core law enforcement training</td>
<td>Keep as future (2023-2025) goal</td>
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<td>Create a two-week leadership course for staff promotions</td>
<td>Keep as future (2023-2025) goal</td>
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