

PUBLIC SAFETY
UNIVERSITY OF HAWAI'I - MĀNOA



SAFEGUARDING OUR COMMUNITY

2023-2026 STRATEGIC PLAN



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TABLE OF CONTENTS

Letter from the Chief.....	1
About UH Mānoa Department of Public Safety	2
Mission & Vision	3
Strategic Initiatives & Planning Process	3
UH Mānoa Department of Public Safety Strategic Initiatives.....	3
Alignment with UH Mānoa 2015-2025 Strategic Plan	4
Environmental Scan.....	4
Past Progress and Current Status.....	6
Strategic Initiative 1: Focus on Innovation & Quality Customer Service	9
Strategic Initiative 2: Provide Protection Through Crime and Loss Prevention Services ...	10
Strategic Initiative 3: Develop Public Awareness & Involvement	11
Strategic Initiative 4: Foster Community Trust & Respect.....	12
Strategic Initiative 5: Maintain a Commitment to Excellence.....	13
2023-2026 DPS Planning Strategy	14
Plan Implementation	14
Annual Assessment	14
Allocating Resources	14
The Future of Strategic Planning	15
Strategic Planning Members (DPS Leadership Team)	15
Appendix: Past Goal Status Report	16

LETTER FROM THE CHIEF

Aloha,

I am very pleased to present the UH Mānoa Department of Public Safety (DPS) 2023-2026 Strategic Plan. We are excited to move forward with our next three years of campus service and operational readiness. As Chief of DPS, it is extremely rewarding to look back and see the ongoing 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 of 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, and they have maintained the highest standard of performance and 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. DPS has created a position that functions as an investigative officer, to provide valuable follow-up to victims of crime, and act as a liaison with Honolulu Police. This has allowed DPS to catch repeat offenders and ensure the safety of our campus community. We are excited to expand this relationship with our law enforcement partners on the island of O'ahu.

DPS is also working on several projects that will enhance the physical security of campus. A campus-wide CCTV camera project is underway, which will centralize camera systems on our campus and eliminate redundancy. DPS is also working closely with Information Technology Services (ITS) on an Emergency Call Box upgrade project, which has been years in the making and is almost complete. With these physical security upgrades, and the projects to come, I am pleased with the progress the department has made over the past strategic plan period.

With an eye towards the future, I am pleased to present the 2023-2026 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



ABOUT UH MĀNOA DEPARTMENT OF PUBLIC SAFETY

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 19,500 students, over 6,000 employees, and thousands of visitors, UH Mānoa has over 25,000 people in and around campus each day¹. 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 Crime Prevention 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 (since renamed the Crime Prevention Unit to more accurately reflect their role) 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.

¹ Statistics courtesy of the Mānoa Institutional Research Office: <https://manoa.hawaii.edu/miro/>.

MISSION & VISION

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

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 & PLANNING PROCESS

UH Mānoa Department of Public Safety 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:



Alignment with UH Mānoa 2015-2025 Strategic Plan

DPS has aligned each of its 2023 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 goals², 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. 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 Survey³ 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 have made as a result of the changing needs of our community.

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

³ UHM Community Safety Survey (April 2021), UHM Department of Public Safety: <https://manoa.hawaii.edu/dps/wp-content/uploads/sites/27/2021/05/2021-UH-Manoa-Community-Safety-Survey.pdf>

Threats and Hazards

Throughout most of 2020-2022, 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 forced campuses to evolve and increase their emergency planning efforts, while refocusing efforts on cost-effective strategies for security improvements. As UH Mānoa began its post-COVID recovery and opened up campus for full-time, in person learning, we have recognized some permanent changes caused by the pandemic. Staffing shortages caused by the hiring freeze presented challenges that continue to linger even into 2023. However, the online-only culture created by the pandemic caused DPS to pivot its workshops and community resources to benefit a broader community across UH System.

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 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 2023. Most of the 2022 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.

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 scope⁴ 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.

Questions Regarding Need for Law Enforcement <i>(Q18 from 2021 Community Safety Survey)</i>				
	Agree	Neither agree nor disagree	Disagree	I don't know
I think that UHM could benefit from having its own police force on campus.	41%	21%	27%	11%
I would feel safer with university police on campus.	43%	22%	25%	10%
Having a police force is a beneficial resource to the campus community.	44%	21%	24%	11%

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 2022-2025 Strategic Plan, DPS has achieved many of its goals, hired new staff, and updated many of its policies and procedures.

Status of 2022-2025 Strategic Plan Goals

DPS has either achieved or is currently in the process of achieving 92% of its calendar year 2022 goals. Approximately 23% of these goals were carried over to calendar year 2023 and are present

⁴ Campus Law Enforcement, 2011-12 (January 2015), U.S. Department of Justice (Bureau of Justice Statistics)

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. 3 current goals were removed due to lack of feasibility or a change in planning goals. 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 2022 Position Changes

In 2022, DPS hired ten USO I (Officer) positions, three USO I employees were promoted to USO II (Corporal) positions, and two employees were promoted to USO III (Sergeant) positions. Of the thirty-four total USO I positions, twelve positions are currently vacant. Of the seven total USO II positions, two are currently vacant. DPS currently has ten Sergeant (USO III) positions, with nine 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). Two vacant leadership team positions were filled in 2022, including the Crisis Response & Training Manager and the Professional Standards Manager. All leadership team members are considered Administrative, Professional, and Technical (APT) positions, and all USO employees are Civil Service positions. DPS lost eight USO I employees (one retired) and one USO III employee (retired) 2022.

Anticipated Personnel Levels

Between 2020 and 2022, a hiring freeze impacted the department's ability to hire for vacant positions, however DPS was given approval to fill any positions that were vacated since the start of the COVID-19 pandemic. It is our goal to fill the additional, outstanding vacancies that were affected by the hiring freeze, which is scheduled to end on July 1, 2023 for all civil service positions. This three-year hiring freeze will take time to overcome, and the department is expected to have lean staffing numbers until positions are filled. 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 future.

As of the writing of this Strategic Plan, these positions have not been regained. 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" since reopening for in-person instruction in January 2022. After nearly two years of remote instruction and minimal numbers of students living in student housing and attending classes on campus, the University has returned to pre-pandemic levels of enrollment and operations. 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. With enrollment increasing, it is expected that the higher demand will increase the need for security presence on campus.

In addition to increased enrollment, UH Mānoa is in the process of building two new student housing complexes on campus. With the addition of these facilities, the student population living

in on-campus student housing will be increased by as much as 20%. With a current population of nearly 4,000 students living on campus, the Residences for Innovative Student Entrepreneurs (RISE) facility will add 374 beds and the other housing project (currently unnamed, but commonly referred to as the "former NOAA site") will add 558 beds. It is unclear how security operations will proceed in either of these facilities, but DPS leadership continues to work with UH administration to ensure continuity of operations. RISE is scheduled to open in August 2023, and the unnamed on-campus housing project on the former NOAA site is scheduled to open in Fall of 2025.

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 living, attending classes, and working on campus. 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: FOCUS ON INNOVATION & QUALITY 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 2023 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
- 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

Annual Success Indicators

- Emergency Call Box project completion
- Policy statements updated to reflect current practices
- Improvement of communications systems and capabilities to meet technological advances
- Increased physical security equipment and protocols throughout campus

Future Goals (2024-2026)

- 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

STRATEGIC INITIATIVE 2: PROVIDE PROTECTION THROUGH 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 2023 Goals

- Identify and incorporate new technology and equipment which assists DPS with crime and loss prevention (i.e., robots, UAV, mobile)
- Develop a strategy for installation and monitoring of a campus-wide CCTV system
- Develop and/or update policies and procedures relating to dispatch, patrol, and other internal protocols, to ensure compatibility with new eForce CAD/RMS system
- Create a redundancy for internet capacity and information security, which will allow for backup to eForce and other DPS operations in the event of an outage
- Create a backup plan for DPS dispatch during the transition period to the new location
- Create a position for a security and information technology specialist, which will oversee the development and continued functionality of physical security systems on campus

Annual Success Indicators

- Increased community awareness and usage of core crime, loss prevention, and emergency preparedness services
- Policy statements updated to reflect current practices
- Systems in place for potential outages of internet and other communications systems

Future Goals (2024-2026)

- Initiate campus-wide emergency planning efforts for shelter in place and evacuation, including drills, education, and guidance
- Develop a multi-year campus Emergency Management exercise plan

STRATEGIC INITIATIVE 3: DEVELOP PUBLIC AWARENESS & INVOLVEMENT

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 2023 Goals

- Create an abridged, publicly available version of the UH Mānoa Comprehensive Emergency Management Plan (CEMP) for posting on the DPS website
- Work with President's Office to improve language access on DPS website
- Create and host a DPS internal tabletop exercise in conjunction with a test of the UH Alert system
- Develop a system in Kuali for departments, buildings, and offices (including new construction projects on campus) to request CCTV installation assistance and ensure that all systems are connected to DPS monitoring system

Annual Success Indicators

- Increased visibility of specific emergency response protocols on campus
- Improved language access for those whose primary/first language is not English
- Successful completion of an internal tabletop exercise

Future Goals (2024-2026)

- Implement Building Incident Response Team (BIRT) and Community Emergency Response Team (CERT) programs

STRATEGIC INITIATIVE 4: FOSTER COMMUNITY TRUST & RESPECT

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 2023 Goals

- Research and create new system for delivery of Campus Security Authority training
- Expand system for Clery compliance efforts by cross-training other leadership team employees
- Work with Office of Equity Assurance to update Title IX policy and ensure it is Clery compliant

Annual Success Indicators

- Increased engagement with Campus Security Authorities on campus
- Increased leadership team participation in Clery compliance initiatives and projects
- Updated policy statements for Annual Security Report and Title IX policy to ensure Clery compliance

Future Goals (2024-2026)

- 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: MAINTAIN A 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 2023 Goals

- Update report writing manual to align with current training and new CAD/RMS system
- Create a UH System-wide new officer training academy
- Complete Commission on the Accreditation of Law Enforcement Agencies (CALEA) on-site re-accreditation (2023)
- Implement Chief's Advisory Group and select DPS employees from each shift to participate, along with union representatives
- Apply for International Association of Campus Law Enforcement Administrators (IACLEA) Accreditation
- Implement the 40-hour Crisis Intervention Training (CIT) Certification for DPS 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

Future Goals (2024-2026)

- Enter into dialog with State of Hawai'i Department of Public Safety - Sheriff Division to provide core law enforcement training

2023-2026 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 2023, 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
Carol Lee, Interim Deputy Chief and Physical Security & Emergency Management Coordinator
Joshua Solis, Interim Captain
Sarah Rice, Community Programs Manager & Clery Compliance Officer
Jimmy Lagunero, Emergency Management Coordinator
Mario Pagni, Crisis Response & Training Manager
Jacob Choe, Professional Standards Manager
Steven Wong, IT Specialist
Kori Matsumoto, Administrative Assistant
Trudy Nojiri, Administrative Assistant
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 2022-2025 Strategic Plan. Some goals are complete, some have been revised, and some have been removed.

Strategic Initiative 1: Emphasis on Customer Service		
Target Date	Goal Description	Current Status
Calendar Year 2022 Goals	Complete Emergency Call Box remove and replace project, including CCTV cameras and new tower units	In progress; keep as current (2023) goal
	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	In progress; keep as current (2023) goal
	Create a Temporary Restraining Order (TRO) response policy with procedures for handling any TRO that is filed with DPS	In progress; keep as current (2023) goal
	Create an internal department recognition board to develop employee morale and employee recognition programs	Complete
	Research and implement a UH Alert Emergency Notification and Timely Warning replacement system to ensure optimal communication to the campus community.	In progress; keep as current (2023) goal
	Explore the feasibility of moving DPS dispatch to a larger location; develop a video wall for dispatch monitoring of campus-wide CCTV systems	In progress; keep as current (2023) goal
	Develop a system for reviewing, revising, and updating DPS policies and procedures	Complete
	Develop a strategy for installation and monitoring of a campus-wide CCTV system	In progress; keep as current (2023) goal
Future Goals (2023-2025)	Restore Community Emergency Response Team (CERT) program and train Student Housing staff	Removed from list due to potential liability concerns

Strategic Initiative 2: Crime and Loss Prevention Services		
Target Date	Goal Description	Current Status
Calendar Year 2022 Goals	Develop and deploy a crime/incident analysis function consistent with accreditation standards	Complete
	Complete the revision, development and implementation of the UHM Comprehensive Emergency Management Plan (CEMP)	Complete
	Develop threat specific and functional support annexes for the CEMP.	Complete
	Develop a multi-year campus Emergency Management exercise plan	Moved to future (2024-2026) goals
	Research possibilities and implement an internal reader board system to provide DPS employees with department alerts, campus trends, and updates	Complete
	Identify and incorporate new technology and equipment which assists DPS with crime and loss prevention (i.e., robots, UAV, mobile)	In progress; keep as current (2023) goal
	Improve DPS cyber security systems by installing clients to monitor suspicious activity and creating cyber security policies	Complete
Future Goals (2023-2025)	Initiate campus-wide emergency planning efforts for shelter in place and evacuation, including drills, education, and guidance	Keep as future (2024-2026) goal

Strategic Initiative 3: Community Policing		
Target Date	Goal Description	Current Status
Calendar Year 2022 Goals	Develop Community Policing Unit (CPU) opportunities to implement programs for department-wide CPU integration	Complete
	Create and implement a plan for Community Policing Unit to use the DPS training room for community training sessions	Complete
	Update DPS brochures and handouts to align with UH reorganization and resource changes	Complete
	Conduct 2022 emergency tabletop exercise	Complete
	Create a position that functions as an investigative officer for follow-up to DPS incident reports, victim support, and coordination with outside agencies	Complete
	Explore opportunities for expanding DPS recruitment to fill open DPS positions	Complete
Future Goals (2023-2025)	Implement Building Incident Response Team (BIRT) and Community Emergency Response Team (CERT) programs	Keep as future (2024-2026) goal
	Engage with the community through creation of a DPS Safety Walk and Open House event program	Complete

Strategic Initiative 4: University Community Presence		
Target Date	Goal Description	Current Status
Calendar Year 2022 Goals	Facilitate COVID-19 after action reviews for UH System, UH Mānoa campus, and DPS	Complete
	Revise UH Mānoa Pandemic Response Plan with updates from after action reports	Complete
	Create and work toward System-wide plan for centralization of Clery compliance efforts	Removed; lacks feasibility
	Establish quarterly meetings with security managers from other UH campuses	Complete
	Meet with Campus Operations and Facilities monthly to enhance campus security in general, and explore options for a DPS entrance improvement project	Complete
Future Goals (2023-2025)	Upon approval and after extensive outreach, incorporate law enforcement authority and staff into DPS structure	Keep as future (2024-2026) goal
	Coordinate with local City & County of Honolulu Emergency Medical Services (EMS), to establish an on-campus substation	Keep as future (2024-2026) goal
	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	Keep as future (2024-2026) goal

Strategic Initiative 5: Commitment to Excellence

Target Date	Goal Description	Current Status
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 (pending new CAD/RMS software)	Complete
	Update report writing manual to align with current training and new CAD/RMS system	In progress; keep as current (2023) goal
	Create and distribute USO I, USO II, USO III, and CSO job manuals	Remove; decided on different procedures
	Create a series of individual and topic-specific leadership skills sessions for career development	Complete
	Complete internal Clery compliance audit with internal audit committee; analyze findings and address needs	Complete
	Acquire new DPS vehicles into current fleet	Complete
	Explore the potential of moving Clery compliance data, records, and training to a Clery compliance platform	Remove; discovered a better procedure
	Create a UH System-wide new officer training academy	In progress; keep as current (2023) goal
	Implement a health and wellness coordinator assignment within the department to arrange voluntary fitness activities for staff	Complete
Future Goals (2023-2025)	Complete Commission on the Accreditation of Law Enforcement Agencies (CALEA) on-site re-accreditation (2023)	Moved to current (2023) goals
	Enter into dialog with State of Hawai'i State Department of Public Safety - Sheriff Division to provide core law enforcement training	Keep as future (2024-2026) goal
	Create a two-week leadership course for staff promotions	Remove; no longer planning to do this
	Identify and train DPS employees as certified driver instructors; implement training throughout department	Remove; no longer planning to do this
	Implement Chief's Advisory Group and select DPS employees from each shift to participate	Keep as future (2024-2026) goal
	Incorporate electric 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	Keep as future (2024-2026) goal