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Old Main at Utah State University was the first building constructed on the campus of what was then known as the Agricultural College of Utah. The building cost $20,305 and the cornerstone was laid on July 27, 1889.

Since its construction, the towers of Old Main have stood sentinel over the USU Campus and the Cache Valley, weathering wind and snow, sun and storm. The Utah State University Department of Public Safety seeks to embody this stoic and timeless exemplar through our commitment to unwavering service at all times, in all weathers, in all places, to all people.
The Utah State University Police Department is comprised of dedicated men and women whose primary function is the health, safety and welfare of our Utah State University campus community. Every day, our employees train for response and their response is based upon that training. We as a department take great pride in serving our students, faculty, staff and all of those who visit our beautiful campus.

Not a day goes by that we don’t review our past, respond to the present, and plan for the future. This strategic plan is an example of our desire to continue to grow and improve individually and collectively. Over the course of the next few years we will work to ensure that we are staffed proportionately to the tasks at hand. We will work to ensure that we are trained for every possible challenge or circumstance. As a result of our daily improved performance we will strive to ensure that our employees are properly compensated for their efforts.

It is with an understanding of our past, an ear to the present, and an eye to the future, that we will move forward strategically to meet the expectations of all of those who put their trust and confidence in our ability to serve.
Mission and Vision

The goal and mission of the Utah State University Department of Public Safety is to protect the lives and property of all of those who attend, work at, or visit our three residential campuses and twenty-eight distance learning centers.

As a department we are committed to providing ethical and professional services to those whom we serve while providing the campus community with a peaceful and safe environment that is conducive to academic and individual development.

We will enforce the laws of the state of Utah and the policies of Utah State University with integrity and devotion. We will continue to learn from our past and build upon it to ensure a bright and successful future for all who live, work, and study here.
Our Community

Utah State University is a premier land/space-grant university located in Logan, UT (Population 51,619). Sitting on a topographical bench 340 feet above the verdant Cache Valley at the foot of Logan Canyon, the campus is graced by the backdrop of the northern Wasatch range on the east, and broad vistas to the valley on the west, south and north. Nearly 20 percent of the 400 acre campus is given over to working agricultural fields that sustain the Land-Grant legacy of the University and provide yet another visual amenity. At the same time, Utah State University possesses many of the distinct characteristics of an institution that is in an urban environment. The campus is bounded on its eastern, western and southern edges by Logan residential neighborhoods. Beyond the University’s northern perimeter, land is filling in with rapidly growing residential and commercial subdivisions. A large part of the student population resides in adjacent neighborhoods, blending the seams between campus and community. The center of campus academic, administrative and cultural activity occupies a compact 130 acres on the University’s southwest quarter in buildings that comprise 73 percent of the campus building stock. The dimensions of the academic core zone are relatively fixed by the surrounding neighborhoods and the Logan City Cemetery. (Sasaki Associates “Utah State University Master Plan”)

Our Department

The Utah State University Police Department was organized in 1981 to better ensure the safety and well-being of our students, faculty, staff, and visitors. At that time, USU had 10,040 full-time students. (USU Historical FTE Headcount) Since that time, the department has continued to serve the university as it has grown from a sleepy regional university with an endowment of $7 million in 1992 to a nationally prominent land and space-grant university with an endowment of $402.9 million. (Wikimedia “Utah State University”)

University Growth

Utah State University has a current enrollment of 28,118, with over 4,500 students living on campus and approximately 10,000 more living within one mile of campus. Besides normal daily activities, USU hosts hundreds of special events each year, bringing in thousands of visitors. USU is currently constructing new residence halls, classroom and research buildings, and parking terraces in addition to leasing campus property for the purpose of building a national chain hotel in the near future. (Utah State University. “Utah State University 5-Year Plan FY2019.”) USU has statewide campuses and locations in nearly every county in the state which, along with the main campus, are projecting substantial population growth during the next five years. Looking at statewide growth projection, the population of Utah is expected to increase at 1.3 percent per year through 2065. (Perlich, Pamela S. “Utah’s Long-Term Demographic and Economic Projections Summary”, University of Utah) However, because Utah has a young population, growth in higher education enrollment, including at USU, is projected to be 1.8 percent per year, or an increase from 28,118 to 33,962 at the expiration of this strategic plan in 2025. (USHE. “USHE Enrollment Expected to Grow to over 241,000 Students by 2026.” Utah System of Higher Education) Quoting the USU Campus Master Plan, “conservative projections of the building space needed to serve the enrollment growth indicate an additional 2.5 million gross square feet of academic, academic support, administrative and general use facilities, an increase of 65 percent over the current building area accommodating those functions. To maintain the present ratio of on-campus resident students in the future, a net increase of 3,000 student beds in a relatively diverse array of housing types would be necessary. If no measures are undertaken in the future to dampen per capita automobile demand, a campus enrollment of 26,000 FTE students
will require a net increase of about 5,500 more parking spaces, compared to the current on-campus supply of 6,900 spaces. University-based instructional and research laboratory facilities are projected to expand by about 300,000 to 400,000 square feet, compared to 600,000 square feet of existing research space. The growth of affiliated research and development by companies, agencies and other institutions leasing University land is not predictable, but likely to exceed traditional University research laboratory growth because of the University’s dynamic efforts to general affiliated research activity.” (Sasaki 3) The continued growth of campus buildings and parking spaces will result in an increased need for police/security patrol.

Coinciding with enrollment growth and new building construction, the USU Department of Public Safety typically sees an annual increase in calls for service of 1-1.5%. (USU Department of Public Safety “2019 Annual Report”). These annual increases and the projected growth forecasted at the university will require additional staff to effectively and actively fulfill the functions required by state and federal law as well as to meet the expectations of our university community. Furthermore, recent changes and collaborations promoting new and more diverse ways of reporting crime, especially in the areas of sexual assault and other VAWA crimes, has resulted in an increase in both calls for service and requests for community education to the point that other critical areas of concern are at risk of being inadequately serviced.

![Projected Headcount by USHE Institution, 2016 (actual) – 2026](image_url)
Integration With the Mission of the University

Because the USU Department of Public Safety exists to serve the needs of all who come to campus, it is incumbent upon us as a department to ensure that our mission mirrors that of the university. To that end, examination of the university’s mission statement sets forth the following three-part litmus test with which to measure mission achievement as it relates to public safety: “As a land-grant and space-grant university, the core themes of learning, discovery and engagement individually manifest the essential elements of the mission of Utah State University, and collectively represent its fulfillment. Together they are the essence of what makes Utah State University special.” (Utah State University “Mission Statement”; emphasis added) Inserting our mission as a department of public safety into the framework of that of the university is straightforward and in keeping with the three core themes:

Learning
As a department, we will emphasize and foster an environment of perpetual learning through practical training with the end goal to train each specialty to a level of experience that facilitates an instructor level. USU is an institution where the world comes to learn, and our goal as a department is to create a knowledge base such that personnel from law enforcement agencies around the country come to learn from USU DPS. Fulfilling this goal serves a two-pronged purpose by raising the profile of the university to the extent that we become known as a center for law enforcement excellence as well as providing officers and personnel who are qualified to provide the highest level of service to our campus community.

Discovery
Our department will draw upon the university’s status as the second oldest undergraduate research institution in the nation (Utah Statesman “USU Undergrad Research Second Oldest in Nation”) to leverage existing infrastructure to seek out and implement best practices and policies with the end goal of becoming a completely evidence-based police agency. In doing so, we will collaborate with professors, researchers, and students to provide cutting-edge statistical analysis of crime and societal trends and implement and utilize that research to specifically address needs that are unique to this university and the demographics it serves.

Engagement
The previously discussed core tenets of Learning and Discovery naturally support the third tenet, which is Engagement. Our goal as a department is to engage in a continuous feedback loop with all of our many university partners and stakeholders, employing the lessons learned from our training and research to engage with our community. University police are in a unique position due to the fact that unlike a municipal or county law enforcement agency, there is an opportunity to engage with the community (in the form of incoming freshmen each year) in a controlled setting wherein we can educate and inform these new community members of the newest and best practices, trends, and threats they may face during the course of their matriculation. These students will become empowered to not only keep themselves safe, they will also become what we at the university like to call “Upstanders”, who stand up for those around them, creating a community that looks out for one another in all things, not just those things concerning public safety.

As we move through each class year, our goal is to create and implement programs that graduating seniors take with them to bless and enrich the lives in the communities where they eventually settle to work and raise their own families.
Departmental SWOT Analysis

To the end of determining where to best focus the attentions of the Department of Public Safety with respect to increasing staffing and funding, as well as to fulfill the university’s mission, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis has been conducted. Because development of a strategic plan should reflect the values of the university and various stakeholders, input was solicited from several different areas, including DPS staff, university officials, and students. Results of campus climate surveys, USU Residence Life town-hall meetings and anonymous reporting have also been analyzed to determine the needs and expectations of all who come to campus.

Strengths

Workforce
The department is currently composed of a diverse group of individuals that is representative of the groups of people we serve. Many of our officers have put in 20-25 years with city police departments and are thus seasoned enough to handle any situations that may arise on campus. Those officers have been members or commanders of SWAT teams, K-9 units, the narcotics strike force, hostage negotiations units, school resource officers, and many other disciplines. Our smaller department size promotes a familial atmosphere that has been invaluable with respect to information sharing and case continuity.

Community Relations
Our officers participate heavily in ongoing community policing initiatives and self-defense courses in such areas as alcohol awareness, sexual assault prevention and awareness, healthy living, mental health intervention, and Rape Aggression Defense.
Training
Utah State officers easily meet the mandated 40 hours of annual in-service training required by Utah POST, and opportunities abound for training in areas of special emphasis. Training has expanded into new areas that previously weren’t available in the realms of computer forensics, which allows for quicker case turnaround, and tactical team training, specifically in the areas of rescue task force (RTF) and sniper training.

Institutional Support
Over the past five years, university officials have engaged in a concerted effort to grow the department from what was a severely underfunded and understaffed operation into the much more diversified operation that it is today. Prior to those efforts, the Department of Public Safety consisted of a small police department limited to patrol and some ancillary community policing initiatives, a dispatch center with one full-time dispatcher, a fire marshal, and an emergency manager tasked with all preparatory and mitigatory responsibilities for the entire university and its statewide campuses. While our department is still a long way from where it needs to be, the recent influx of institutional support has been very gratifying.

In the past year, a basic framework for a full-size university department that is consistent with peer universities of similar size and research activity has been emplaced. A Director of Emergency Management position has been created alongside the existing Emergency Manager. A full-time Security Director was hired and part-time security positions were expanded from six to 15 positions. A Public Safety substation was built in a central location and staffed by the Director of Security. Two detective positions were created and staffed. A K-9 position was created and just recently finished certification. Lastly, the department was reorganized and an administrative framework was established wherein specific departmental disciplines were created to oversee and manage staffing increases as they come online. The next crucial step is to plug new staff in at regular intervals to fill in the departmental framework and grow the department to a size more commensurate with peer institutions in the state of Utah.
Sex and VAWA Crimes Investigation
In response to a nationwide increase in crimes involving sexual assault, exploitation, stalking, and harassment, the USU Department of Public Safety created two new positions and augmented a third in order to adequately respond to increased reports of those crimes. As a result of these additions, the USU Department of Public Safety sexual assault investigations team has established itself among the top echelon of campus law enforcement agencies in the state of Utah and the Intermountain West.

The two new positions include a victim advocate and a detective specializing in the investigation of sex crimes with an emphasis on campus sex crimes. That detective has undergone training in trauma-informed sexual assault investigations from the state attorney general’s office and has the responsibility of developing policy and liaising with other units of the university, including Title IX and SAVI. The sex crimes detective has extensive investigative experience with a city agency that serviced a large population of students attending our university.

The third position, also a detective, was augmented with over 300 hours of sexual assault investigations training, including trauma-informed sexual assault investigations from the International Association of Chiefs of Police. That position will be responsible for investigations of sexual assaults as well as in the research and publication of sexual assault trends among university-aged individuals in the local area in an effort to better address and prevent sexual assaults at the university.

Weaknesses

Workforce
The USU Department of Public Safety has been chronically understaffed with respect to peer institutions both nationally and within the state of Utah. In 2018, USU had an officer/student ratio of .46 officers per thousand students. (USU Department of Public Safety “Campus Safety Recommendations”) The recent certification of our chief-executive has augmented staffing to .72 officers per thousand students. However, the national and state averages are 1.4 and 1.2 respectively, and as the largest residential campus in the state of Utah, a concerted effort must be made to bring DPS staffing to a level requisite to provision of full 24/7 service to a campus that maintains an ongoing population census that does not change at the end of the work day in relation to other state universities.

Officer Recruitment and Retention
Recruitment and retention has been difficult in the policing environment which exists at present. Fewer candidates are attending the police academy, resulting in fewer candidates available to fill open positions. Because this is a state and nationwide issue, officers on our staff can be lured away by higher pay at city and county agencies who are also facing critical shortages. Retention issues are a drain on training budgets, as new officers must be trained in all basic areas at great cost to the department, with a corresponding loss of officers with advanced training. Furthermore, at current staffing levels, schedules are severely taxed because in training a new officer, a field training officer drawn from the current pool of officers must be used, necessitating the backfilling of each successive position on the schedule.

Specialty Continuity
Because of recruitment and retention issues, we are often relegated to a plug-and-play system with respect to continuity in our officer specialties. Officers are either hired or trained with or into certain specialties that they alone possess. If those officers leave or retire, entire programs that have been developed around their specialties are lost.
**Supervisor Development**
Succession planning is a critical issue as officers and supervisors approach the end of their law enforcement careers. A critical need for continuity and momentum needs to be retained at USU DPS in order to continue growing the department and fulfilling our various obligations and roles in supporting the mission of the university.

**Building Space**
We are at a critical juncture with respect to the useful life of our current public safety building. With the recent staffing additions, new offices were created from storage closets and property rooms. There is currently no additional space to accommodate staffing increases, and spaces are needed for digital evidence processing as we see more criminal activity using electronic devices. Space is also needed for evidence and property storage.

As part of a more critical issue, the Fire Marshal's Office at USU DPS is responsible for the inspection, servicing, and repair of fire extinguishers at all statewide campuses, amounting to several thousand per year. Fire Marshal’s currently conduct this responsibility in a shop that allows for high levels of hazardous particulates to be inhaled by all DPS employees whenever extinguishers are services, posing long term health and liability risks.

**Itinerant Population**
The student population at USU turns over every six years, creating challenges with respect to crime prevention education and criminal case management. Crime prevention education must be a fully funded and ongoing endeavor, as losing just one year of education in that regard will have a ripple effect that could be catastrophic to those victims whose crimes could have been prevented with that lost education.

Criminal case management is impacted by the entrance and departures of students tied to the annual academic calendar. It is not uncommon for a criminal case to lose all momentum when a suspect or victim graduates or leaves campus. Therefore, case turnaround time is paramount, and resources and personnel must be emplaced to achieve that.
Dispatch Staffing, Quality, and Recruitment
USU DPS employs two full-time dispatchers and several part-time student dispatchers. Training time is typically six months to one year to train a dispatcher to the point where he/she possess the knowledge and experience needed to keep officers and fire marshals safe. Because salary and pay levels are not commensurate with those of other student jobs on or around campus, turnover is high and officer safety suffers as dispatcher quality deteriorates. An essential component of being a dispatcher is retained knowledge on navigating complex and/or urgent case types with respect to criminal history databases and notification procedures. Because those types of events are not common, time in the position is crucial to retaining the necessary information.

Opportunities
Technology Enhancements
With the addition of new modules to the Spillman RMS system, Public Safety is able to more effectively manage inventory and realize cost savings with respect to equipment purchasing and management. Opportunities also exist in the areas of electronic forensics software that will allow faster processing of crucial evidence needed for trial. Acquisition of this equipment would mitigate those situations where we have previously had a case go cold because a semester or school year ended.

The department has also recently added more social media functionality and presence which has increased the number of people following the department and increased the amount of people who can be engaged for crime prevention, legislative initiatives, and a community policing presence.

The department has recently hired a victim advocate which will necessitate a change in the video recording software and hardware used in both interview rooms. USU IT also has access to these video recordings which constitutes a conflict with state evidentiary rules. Accordingly, the administration is working to resolve the issue.

As technology is developed and built out, opportunities for data collection will become more common, especially in the area of community feedback and the options for the solicitation, collection, and evaluation of that feedback.

Distance Education
USU boasts a nationally ranked distance education department whose infrastructure is already utilized by the Department of Public Safety. (U.S. News “U.S. News & World Report Ranks USU Online Bachelor’s Program in Top 25 Nationwide”) As our specialty training progresses to the point where we become leaders in the field, this infrastructure will be utilized to host in-person and online virtual trainings, including annual or semi-annual training conferences that would increase departmental revenue and contribute to our reputation as a campus policing agency. Efforts will be made to make this training available in both live and on-demand formats.

Increased Staffing
Responsibilities for our already understaffed department will continue to increase with the projected growth of the university. New residence halls, hotels, and parking structures all have inherent challenges with respect to policing, many of which can only be solved with increased presence.

Capital Improvements
A sober and objective evaluation of the current Public Safety building with respect to size and function will be conducted. In keeping with the university master plan, emphasis should be placed on relocation to either the academic/instructional campus sector or the housing sector in order to be better positioned to respond and engage with our community. (Sasaki 8)
Surveillance
There is a continued emphasis on surveillance camera placement and implementation on our campus. Fostering a more collegial and collaborative relationship between Public Safety and Risk Management with respect to placement and implementation would result in a more efficient and effective surveillance system. In turn, this would increase our crime-solving capabilities, as there are several cases where we have cameras in the area of crimes but they have been positioned or calibrated incorrectly.

Other universities have had success utilizing “Video Patrol” capabilities on their campuses, and due to an already existing robust video surveillance infrastructure, USU DPS is well-positioned to implement the same and is planning to do so by January 2021.

Career Path Diversification
Current career path plans at the department are limited and linear, and there is currently only one career path available, in the Patrol Division, for officers who want to pursue promotional opportunities. Multiple advancement paths will be explored in areas of specialty within the department such as investigations, community relations, training and education, and criminology and research. There are also several federal laws that necessitate timely reporting and oversight, and career paths in that discipline could also be created and promoted.

Community Relations Unit (CRU)
Formalizing our existing contacts and involvements with our community will not only enhance those relationships and provide better service, but will also open the department up to receive grant funding from C.O.P.S. and other funding sources.

Communication
Utilizing new communications infrastructure in the Google Drive, daily and/or weekly operations bulletins will be curated to better assist public safety employees in understanding areas of concern, current case updates, and other issues of importance. Furthermore, these bulletins can be evaluated on an ongoing basis as part of our criminology and trends research to better position personnel during critical times of year to respond to those trends.
**K-9 Operations**
The newly implemented K-9 explosives detection program at USU DPS creates opportunities to connect with the campus community. This will be leveraged to create better public relations and awareness opportunities. The awareness campaign will be amplified and all opportunities will be sought to reach the highest possible operational level with the end goal of becoming leaders in the field. Policies and procedures will be developed and implemented that will allow our K-9 unit to explore areas of research and development, the results of which would be presented to other collegiate K-9 units nationwide.

**Threats**

**Politics**
The current climate in the United States surrounding policing and police officers is at an all-time low. Officers are retiring in droves as officer-involved shootings and use-of-force incidents are politicized dishonestly. The national sentiment is well-established, even on the USU campus, and this presents threats to officer safety and departmental stability.

**Career Path Funding**
Funding levels for officers in various disciplines at the university must be implemented and maintained. The population we serve becomes more diverse with each incoming class and the level of separation between their needs and our ability to fulfill them widens with each passing year. Especially critical are both community resource officers and cyber forensic investigators that are crucial to responding to and mitigating mental health crises and cyber crimes, respectively.

Career path development is currently underway in order to open opportunities for those officers in the department who are well-established but not yet ready for supervisory roles. This particular stage in our employee’s careers is typically when they are most vulnerable to being hired by an outside agency. Funding must be established that goes towards employee retention in order to avoid the dual pitfalls of retraining new officers and having a dearth of experienced officers for succession planning.
Active Shooter/Armed Aggressor
The advent of violence in the world, specifically on college campuses, has necessitated training and preparation for the possibility of such an event on the campus of Utah State University. Our police officers, emergency management, dispatchers, and security train regularly to confront the attacker and to manage the aftermath of an active shooter. The police department has developed training for students and faculty and much more will be done in the future to ensure a safe and secure environment conducive to academic success.

Cybercrime
The world as we know it has evolved technologically to the point that cyber-predators look for opportunities to sabotage our information technology systems and the infrastructure that supports it. As a department, we need the ability to train our officers to specialize in these threats and investigate them successfully.

Infrastructure
Protecting the infrastructure of the university (communications/IT, water, power, air, (central energy plant)) is a top priority of the Department of Public Safety. Staffing levels make it difficult to provide the level of protection essential for a safe and secure environment. Utilizing our current police, fire marshal, emergency management and security, the department has established a plan that addresses the immediate concerns while looking for additional resources to augment current efforts.

Terrorism
Terrorism comes from many places and is perpetrated in many forms, including chemical, biological, and explosive. The Department of Public Safety has built a strong collaborative relationship with other public safety departments in the Cache Valley as well as our federal partners located in various locations in Northern Utah. These relationships are essential to any effort to deter and address the threats as they occur. The Utah State University Department of Public Safety is not capable of responding to or managing a large-scale catastrophic event without our collaborative partnerships.

Activism and Civil Unrest
Political, racial, religious and gender issues can polarize a campus as well as a community. The Utah State University Department of Public Safety has prepared itself with the proper equipment to deal with issues that evolve into civil unrest. Training for all officers and a partnership with fellow agencies will ensure success.

Property Crimes
Property crimes are on the rise on campus and in the community. Adequate staffing is essential to provide a robust crime detection and prevention program. Currently, our property crimes investigator spends most of his time investigating the crimes and lacks resources to provide the level of prevention desired. In the upcoming years the department will strive to add the necessary personnel to address this ongoing threat.

Crimes Against Persons Utah State currently has a dedicated investigator to investigate crimes against persons. The department has a hard and soft interview room for suspects and victims respectively. The investigator teams with other investigators from within and without the department to address all crimes against persons. Current trends indicate that the atmosphere of intolerance and deviance will generate a higher number of these types of crimes in the future. The department is working to enhance the efforts of current investigators to provide more of a prevention effort.
Legislative

Current legislative threats include a proposed cost-cutting measure wherein Utah colleges and universities are policed by surrounding municipal agencies using what could best be described as drive-by policing that is reactive in nature, only responding to calls for service. Other legislation that is currently in the works or has already been passed is legislation involving use-of-force restrictions, body camera use, and Brady law changes.

These legislative threats would result in a catastrophic reduction in police services available to our students due to losses or reductions in funding, reduction in options available to mitigate hazards to life and property, as well as officer safety issues.

Large Venue Event Security Management

USU is home to nationally ranked NCAA football and basketball programs as well as many other nationally recognized team sports. Increased athletic success in football and basketball has resulted in increased attendance, television exposure, and in-game calls for police service. Furthermore, an increased threat tempo has become the norm for large-scale public events worldwide. This necessitates the addition of staffing, improved technology, and additional equipment. At this writing, USU DPS is staffing large campus events at the same levels seen in 2007. (USU DPS “USU Department of Public Safety Annual Report 2007”) In spite of the diminished staffing, the acquisition of K-9 and additional security officers has reduced some of the risk associated with large-scale events.

Funding must be increased concurrently with training, and liaisons must be formed with appropriate local, state, and federal entities to ensure seamless integration of the operations component with what are now non-existent intelligence and tactical components that are standard practice for events of this nature. (Tacflow “Best Practices SWAT Deployment at Public Venues & Large-Scale Events”) Currently, augmentation from outside agencies has allowed for the mitigation of problems associated with an undersized department. Ultimately, USU DPS is working to attain proprietary staffing and management levels for all events that require a public safety presence.
Litigation
USU Public Safety works closely with legal counsel and enforces strict adherence to all policies. These actions, along with innovative training practices allow USU DPS to minimize liabilities which often lead to litigation.

Space Program
The Space Dynamics Lab has been a recent recipient of several federal contracts in the areas of space exploration and national defense. Strained relations exist between the U.S. and other nations who place students at USU on a regular basis and in large numbers. The relationship between security at Space Dynamics and USU DPS should be maintained at a high level.

Threat Tempo
The tempo of threats against law enforcement is not the only concern with respect to the USU campus community. Threats exist against people of color, different nationalities, and LGBTQ groups. Calls regarding mental health breakdowns have increased greatly, and threats against the campus community have become more detailed and specific. Training is being developed that encourages every officer to utilize intelligence resources and briefings and make them a part of the daily routine.
An analysis of the preceding strengths, weaknesses, opportunities, and threats has been completed with the intention of addressing them going forward in a forward-looking/rear-guard action. In other words, as we move forward, USU will strive to achieve our strategic initiatives while also looking backward to maintain current strengths and memorialize weaknesses and threats. This ensures that future leaders and employees are better able to understand what caused the problems and how to address them. Based upon that analysis, a strategic vision is being incorporated with emphasis on the following areas in a way forward that augments or maintains our strengths, addresses our weaknesses, explores and develops opportunities, and engages, mitigates, or eliminates threats in the most direct manner possible.

**Objective 1: Maintain a Safe, Secure, and Inclusive Campus Community.**

- Engage with students, faculty, and staff to build collaborative relationships.
- Conduct high-visibility patrols.
- Collaborate with community partners and industry groups (e.g. NCS4) to develop effective operational plans for large-scale events on campus.
- Conduct formal de-briefings and after-action reports for all complex or large-scale events.
- Maintain working relationships with all levels (local, state, federal) of law enforcement to identify emerging trends that may impact the university community.
- Regularly review crime trends and reports and adjust operations accordingly.
- Participate in the university Behavioral Intervention Team (BIT).
- Identify and evaluate emerging tool, software, and technology trends.
- Complete implementation of reforms identified in the “Campus Safety Recommendations” study.
- Convert to an evidence-based policing model by policing towards trends, not in spite of them.
- Implement better methods of communication to keep staff informed of events occurring within the department to include day-to-day operational issues as well as longer term strategic issues and planning. Explore creating written end-of-watch briefings.
- Explore and implement on-demand trainings with an emphasis on roll-call style trainings for officers. Continue to create trainings regularly utilizing partners at Distance Education that can be accessed by officers 24/7 and shared with other departments facing similar staffing challenges.
Objective 2: The USU Department of Public Safety will recruit and retain highly motivated employees to meet the needs of a dynamic, evolving university community.

- Establish continuity and training plans for Fire Marshals, Police, and Emergency Management.

- Develop succession plans and coaching programs to ensure smooth transitions during leadership changes. Seek to prepare and train capable and ethical leaders.

- Develop an honest and thorough projection of staff turnover. An assessment of each employee should be conducted each year to gauge interest in promotion and longevity.

- Develop and maintain a structured list of specialties of each member that anticipates opportunities for further training as well as eventual separation from the department and plan replacements accordingly. (To ameliorate this issue, a continuous training program should be developed wherein at least two officers are trained in each specialty, and that when they leave, those specialty areas are either filled by their replacements or with existing officers who desire to transfer into that specialty.)

- Regularly evaluate trends in hiring and salaries by transforming the “Campus Safety Recommendations” study into a living document. Incorporate annual assistance from HR and State Workforce Services.

- Ensure that all personnel exceed training requirements set forth by Utah POST.

- Regularly evaluate work assignments and patrol rotation schedules for effectiveness and efficiency. Specific attention should be paid to efficiency from the patrol officer’s perspective. It is they who are performing the task and working difficult or irregular shifts. Modify assignments as appropriate to maximize the benefits to employees, the department, and the university.
Objective 3: The USU Department of Public Safety will strive to create and maintain a high level of communication between our community and our administration.

- Evaluate and implement means of maintaining communications and dialogue with key members of the communities we serve.

- Assign rotating supervisors who will gather questions, concerns, or means of improvement from various community sources [emphasis on department heads], including anonymous reporting, and present the issues and reports for discussion and mitigation at regularly scheduled supervisor meetings.

- Enhance our liaison with other campus departments to better understand and train on processes such as Maxient reports, Title IX obligations, etc.

- Effectively utilize a variety of media platforms to provide quality and timely communication.

- Increase and encourage input from the student community through solicitation of anonymous feedback and information regarding police services. Create a web portal to accomplish the same.

- Seek out and foster relationships in areas that have been neglected or under served in the past, such as with student government, Faculty Senate, Greek Life, and other student groups. Explore establishing a position to oversee contacts and outreach.

Objective 4: The USU Department of Public Safety will pursue state and national accreditation during the strategic plan period.

- USU DPS is aggressively pursuing accreditation for the department. We will complete accreditation through the Utah Chiefs of Police and begin national accreditation through IACLEA soon thereafter.

Objective 5: The USU Department of Public Safety will pursue obtaining the necessary services, resources, and infrastructure to support the university’s mission.

- Partner with legislative liaisons on campus and implement or create liaisons to better influence state and local-level legislation that impacts USU Public Safety.

- Explore the feasibility of adding a student safety fee and getting it approved to help fund projects and personnel at Utah State.

- Continually seek out upgraded equipment. Evaluate leasing options for high-value items that should be cycled out as technologies evolve and training and/or support are deprecated.

- Capital Improvements/Building: Begin process of acquiring or building new Public Safety center. Perform cost/benefit analysis of any capital savings and efficiency gains that would result in combining USU Parking and Public Safety.

- Use federal and state grants as well as institutional funding to add a minimum of two sworn police officers per year. This must be done for at least six years in order to reach the level of other university agencies in the state of Utah.

- Establish a dedicated fire extinguisher repair and replenishment shop.
Objective 6: The USU Department of Public Safety will strive to prevent, prepare for, respond to, mitigate, and recover from any major event, disaster, or emergency at every Utah State University campus.

- Acquire upgraded equipment that meets industry standard in the areas of emergency management and public safety. An area of focus should be based upon current events/threats/hazards (e.g. pandemic response and riot/demonstration response).

- Continue pursuing avenues on campus and with federal agencies to achieve Unmanned Aircraft System (UAS) implementation for both emergency/disaster response and law enforcement use.

- Work in conjunction with the Director of Emergency Management to implement various plans and functions in support of this strategic objective.

- Work directly with Building Safety Coordinators or RP’s that will be responsible for assessing their building’s head counts, departmental census, and training needs.

- Establish a dedicated Emergency Operations Center with built-in power and telecommunications redundancies.
Capital Purchases and Equipment Needs

As the department continues to pursue strategic goals with respect to better community service, university mission fulfillment support, and improved case outcome, the continuing use of modern, quality equipment is paramount.

Those needs include individual officer equipment such as body armor, radios, cameras, and weapons, but also larger purchases such as vehicles, K9 equipment and training, Emergency Management training and equipment, and regular, wholesale replacement of weapons, cameras, and radios. An example of ongoing capital expenses is shown below:

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle Purchase</td>
<td>$40,000</td>
</tr>
<tr>
<td>Uniforms</td>
<td>$2000</td>
</tr>
<tr>
<td>Gun and Duty Belt</td>
<td>$1000</td>
</tr>
<tr>
<td>Rifle</td>
<td>$1200</td>
</tr>
<tr>
<td>Handheld and Vehicle Radio</td>
<td>$4000</td>
</tr>
<tr>
<td>Body Camera</td>
<td>$1000</td>
</tr>
<tr>
<td>Training</td>
<td>$1000</td>
</tr>
</tbody>
</table>

With a total start-up cost of $50,200 per officer, the need to simultaneously explore both retention, grants, and continue careful budget oversight is readily apparent. While some of the costs are transferrable, all efforts should be made to optimize employment and capital expenses, especially in preparation for times when groups of officers with similar years of service retire or seek other employment.
Annual Review and Revision

The Five-Year Strategic Plan will be reviewed annually. Ideally, this review will take place in May of each year after school is out and during the compilation of the annual report. Reviews and revisions will be made at this time. Furthermore, each successive strategic plan will undergo a cyclic series of stages, including planning, implementation, and (re-)evaluation.

Updates to the document will be added as addenda to the original plan. This will be done to better evaluate the strategic planning process and streamline it for future planning phases.

During the annual review process, added attention will be given to any changes in UCOPA and IACLEA accreditation standards that would affect or have bearing on this plan.
Works Referenced


Tacflow Academy, Best Practices SWAT Deployment at Public Venues & Large Scale Events, 2019.

Texas State University Police Department. Five Year Strategic Plan 2019-2020, Texas State University.


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USU Department of Public Safety. Utah State University, 2019, Campus Safety Recommendations.


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