

SYRACUSE UNIVERSITY



DEPARTMENT OF PUBLIC SAFETY

2008 / 2009 Strategic Plan

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Syracuse University
Department of Public Safety

2008/2009 Strategic Plan – Executive Summary

The Department of Public Safety Strategic Plan includes an assessment of current operations, a department needs analysis, and a list of goals for the 2008-2009 fiscal year. Environmental issues that may affect the organization's strategic plan are explored; internal and external issues that may affect certain timelines are outlined in this document. The Strategic Plan also explains the principles and dynamics of Community Policing, which are the guiding principles that DPS will operate under, and it also defines the values and beliefs of the DPS team.

Department of Public Safety goals for 2008-2009 are:

1. Collaborate & improve campus-wide communications and committee focus
2. Continue to enhance and improve campus safety
3. Collaborate with regional/national Law Enforcement to ensure SU DPS training participation.
4. Reduce DPS vehicle fuel emissions & consumption
5. Update SOPs toward achieving Law Enforcement Accreditation
6. Improve employee communications and team building
7. Increase grant opportunities
8. Complete work with CPDC on DPS space plan
9. Identify six (6) specific topics for 08/09 in-service training
10. Develop broader spectrum of awards & recognition
11. Improve & ensure Orange Alert proficiency-appropriate activation & response
12. Implement LE and SU information technologies
13. Complete transition & training of CCTV 1st phase
14. Complete design, planning & training for new Communications Center
15. Coordinate domestic violence policies with student affairs
16. To develop parental concern response strategy
17. Re-evaluate staff deployment
18. Standardize report review & filing process
19. Review/update/create SOP regarding student unrest & campus political activity

Objectives for each goal listed above are clearly outlined on pages 12 through 20. These goals and objectives include detailed action plan worksheets assigning goal and objective management duties, task completion responsibilities, milestones and due dates.

Syracuse University Department of Public Safety

Strategic Plan

Department of Public Safety (DPS) Mission Statement

The Department of Public Safety is dedicated to maintaining a safe and secure living, learning, and working environment in partnership with those it serves by respectfully employing the highest professional standards and providing exceptional service to the Syracuse University community.

DPS Vision Statement

The Department of Public Safety's vision is to lead in all areas of professional campus law enforcement practices, to effectively address the safety and security needs of its community, and to uphold the mission of the University by supporting an environment in which diverse social, cultural, and academic values are free to develop and prosper.

DPS Objectives

In pursuit of this mission, we will strive not only to sustain, but to improve our standards of performance, the efficiency of our personnel, our service and our equipment.

We place before us these fundamental objectives to guide us in our mission:

- to protect life and property and enhance the quality of life in our community.
- to provide efficient and courteous assistance to the public.
- to have a positive impact on the behavior of those in our community
- to be proactive in preventing crime, lawlessness and disorder.
- to educate our community about personal protection and crime prevention.
- to fairly and impartially enforce laws, ordinances and regulations.
- to effectively apply our resources to identify and arrest offenders.

The Principles of Community Policing

Community policing is a way of thinking and a way to carry out the philosophy allowing law enforcement and the community to work together to solve criminality, to address underlying community problems, and to improve upon neighborhood living conditions. (Adapted from: Trojanowitz and Bucqueroux, 1990):

1. **Public Input** - People deserve the opportunity to provide input into the policing process in exchange for their continued participation and support.
2. **Flexibility In Line Officer Decision Making** - The law enforcement agency must endeavor to grant increased flexibility to the line officer to make and use creative decisions to solve problems.
3. **Face To Face Contact With Public** - All peace officers and community service officers should practice community policing through face-to-face contact with the people they serve in a clearly defined beat area and through their interactions with the public regardless of the setting.
4. **Continuous Contact With Public** - The officer's role demands continuous, sustained contact with the community. Together we can explore new solutions to local concerns with community members who help to shape public safety objectives and interventions and serve as supporters and as volunteers.
5. **Mutual Trust And Responsibility** - The relationship with the community is based on mutual trust and respect. The concept of community policing challenges people to accept their share of responsibility for the overall quality of life in the community, and focuses on creating a more harmonious relationship between the department and the public.
6. **Proactive Problem Solving and Immediate Response** - The law enforcement agency must maintain the ability to respond immediately to proscribed behavior, crimes, or untoward incidents. It must be proactive through crime prevention initiatives and must exhibit an increased emphasis on analytical problem solving involving the community.
7. **Protecting The Vulnerable** – One of the basic tenets of community policing revolves around exploring new ways to protect and enhance the lives of those most vulnerable: juveniles, elderly, minorities, disabled and the homeless.
8. **Effective Communication, Collaboration and Use of Technology** - Community policing promotes a judicious use of technology, but also recognizes that nothing surpasses the accomplishments that dedicated people communicating and working together can achieve.
9. **Total Agency Commitment** – The community policing philosophy mandates that an integrated approach involving everyone in the agency must be practiced by all officers. The command staff and all officers are encouraged to facilitate interdepartmental cooperation and to improve upon existing community partnerships.
10. **Decentralized Service Focused On People** - Community policing provides decentralized personal service to the community. Law enforcement cannot impose order without the help of the people in the community in solving the community's concerns.

The Dynamics of Community Policing

- Be Known
 - Become known to the public, and citizens with information about criminal activity are far more likely to share information with a familiar figure than a stranger.
- Be Familiar
 - Become familiar with people and places and thus in a better position to recognize suspicious persons or criminal activity.
- Be Visible
 - Be highly visible on your posts. The appearance of omniscience tends to deter criminals from committing crimes in the immediate vicinity.

Values: *“Dedication, Protection, Service”*

Dedication

Members of DPS care about our community and focus our efforts on protecting life and property with professionalism. To gain trust and respect from our community, dedication and professionalism are demonstrated through:

- Appearance
- Knowledge of our profession
- Caring, courteousness, and compassion
- Dedication and professionalism are also demonstrated through enforcing the law in a humane way, promoting a sense of justice and fairness in the community.

This dedication and professionalism:

- Establishes consistency
- Fosters mutual community respect as well as respect for the individual
- Links to an understanding of cultural differences for our department members

Protection

The Department of Public Safety team values protecting members of the university community. In protecting our community, the team believes:

- All people deserve Basic Human Respect.
- That when confronted with adversity we will make every attempt to de-escalate the situation.
- In modeling the very behavior we expect from others.
- Our role includes building quality relationships with people in the community, thus fostering mutual respect and support for public safety.
- That crime is an effect, and our role includes dealing with the human condition which
- Causes crime and violent behavior.
- We must utilize appropriate methods and systems to hold people accountable for their behavior.

- We can educate members of our community in crime prevention and help them in establishing personal safety habits

Service

- Members of DPS are committed to providing dedicated service through effective law enforcement, community partnerships, programming, and diligence to duty.
- Service is demonstrated through:
 - Educational efforts of our department members
 - Volunteer service
 - Compassion and commitment to our community
 - Working together to solve problems
 - Offering assistance wherever and whenever needed

Environmental Issues

Environmental issues that are likely to affect the organization and the strategic plan vary. There are a number of internal and external issues:

- The University is currently in the process of moving forward with significant upgrades in security technologies.
- The University is expanding through on campus and off campus construction and continued plans for a connective corridor into downtown Syracuse.
- Federal and State laws, mandates and regulations related to peace officer status and security at educational institutions continue to evolve.
- Fiscal challenges associated with the Residential Security Program and current global economic conditions.
- Media attention, potential of civil action and case law changes.

Each of the aforementioned environmental issues may affect our strategic plan. Flexibility must remain a benchmark of our operation. Further, as we address problems and conditions presented by environmental factors we must aspire to a program of continuous improvement.

Key Products and Services

The services provided by the Department of Public Safety revolve around safety, security, service and crime prevention activities. The primary function of the department is to maintain a safe and secure University campus setting fostering a good learning and working environment as well as quality of life for students, faculty and staff. These services are provided through proactive patrols on and off campus, community interaction, safety and security threat

assessment and planning, traffic control, response to emergency and non-emergency calls for service, criminal and non-criminal incident investigations, participation in campus wide security, safety and quality of life initiatives.

The main products of the professional labor of campus peace officers, community service officers, communications officers and non-uniformed civilian staff are the protection of life and property, an excellent campus quality of life, a general feeling of safety on and around campus properties, the prevention of damage or loss of property to the University and to the people learning, living and working on campus. Through community interaction and relationship building, proactive and continuous patrols, thoughtful and structured investigations, meaningful crime prevention education and communication efforts, and security assessment and planning, DPS has a positive impact on the campus community. DPS officers must act as role models for students and, as professional law enforcement officers, they must enforce University rules and regulations, as well as local, state and federal law.

Customers

We have a number of customers with specific needs and desires:

Students

- Students need to be safe and feel safe
- Students deserve a sense of justice & fairness when dealing with DPS
- Students deserve to be treated humanely and with dignity
Students need positive role models
- Students need and deserve an excellent learning environment, free from the danger and distraction of criminal activity

Student's Families

- Student's families need to feel that their loved ones are safe and treated with dignity while on our campus.

Faculty

- Faculty needs to be safe & feel safe
- Faculty needs an excellent working environment, free from the danger and distraction of criminal activity so their focus can be on the student

University Staff

- Staff need to be safe and feel safe
- Staff need an excellent working environment, free from the danger and distraction of criminal activity so their focus can be on serving the campus community

Visitors

- Visitors need to feel safe and be safe on SU property
- Visitors want to be treated with dignity and respect

Current State of the Department of Public Safety

The Department of Public Safety has recently emerged from a major shift and transition from a campus security agency to a campus law enforcement agency. The department currently provides high quality service and protection to the students, faculty and staff at Syracuse University. Community members are safe and the nearly 1,000 acres and 350 buildings that make up Syracuse University are generally secure. A number of strengths, concerns and issues currently impact DPS:

- DPS is currently led by a competent, qualified and experienced leadership team.
- The Chancellor has committed significant resources to enhancing services provided by DPS both on and off campus.
- There are inadequate security door controls and monitoring, surveillance, and radio communications capabilities for a university community as large as Syracuse University and each of these technology systems are in the process of significant upgrade.
- The organizational growth in personnel and responsibilities has outpaced space allocation.
- DPS has recently undergoing administrative and organizational structure changes and enhancements that have improved services and resulted in significant crime and violence reductions.

Status Report on 2007-2008 Goals and Objectives

Goal: Enhance Departmental Training

Status: *Completed*

Goal: Department of Public Safety Communications

Status: *Completed*

Goal: Critical Internal Assessment of Organizational Improvement

Status: *Completed*

Goal: Review 1/12 of all SOPs each month

Status: *Completed*

Goal: Develop specific operational plans and goals for proposed technology

Status: *Completed*

Goal: Enhance Crime Prevention Programs/Initiatives

Status: *Completed*

Goal: Clarify MOU and Jurisdiction between DPS and SPD as required in current MOU

Status: *The MOU has been reviewed with no current updates in place. The SOP for proper protocol in regards to DPS actions when outside boundaries is currently under review and the boundaries for Peace Officer status have been identified.*

Goal: Strengthen relationship between Patrol, Orange Watch and SCS Program

Status: *The Orange Watch program and patrol meetings have all been completed. The SCS security training and ride along program are on hold due to the lack of funding.*

Goal: Develop a plan to achieve law enforcement accreditation

Status: *Completed*

Goal: Ensure Public Safety Involvement in all University Building Projects

Status: *Completed*

SYRACUSE UNIVERSITY DEPARTMENT OF PUBLIC SAFETY

2008 - 2009 Strategic Plan

Campus and Community Outreach Initiatives

Physical Safety and Security

Division: **Systems Committee (PSSSC)** Commander: **Callisto** Date Submitted: **6/11/08**

Goal: **#1 Collaborate and improve campus-wide communications and committee focus**

Objective#	Task	Committee Responsibility	Date Due	Status
1	Establish PSSSC committee goals	Callisto	7/30/08	Completed
2	Define PSSSC procedure/policy for current processes and new ideas	Callisto	7/30/08	Completed
3	Define and work towards securing project funding (capital/grants/gifts, etc)	Callisto	6/30/09	
4	Identify the PSSSC role in renovation and construction projects	Callisto	7/30/08	Completed
5	Update/communicate key control and card access policies & enforcement	Callisto	6/30/09	
6	Establish a Crisis & Orange Alert subcommittee that will oversee testing/policies and systems development planning such as siren/radio alerts (additional strategic plan)	Callisto	6/30/09	

Division: **Department of Public Safety** Commander: **Callisto** Date Submitted: **6/11/08**

Goal: **#2 Continue to enhance and improve campus safety**

Objective#	Task	Person Responsible	Date Due	Status
1	Develop improved process to provide late night DPS command presence w/ transfer opportunities	Callisto	7/30/08	Completed
2	Increase community oriented policing outreach (eyes and ears)	Rathbun/Mrozienski	9/30/08	Completed

3	As second in the series of safety related videos, create a 'Community Member Response to Active Shooter' video.	Callisto/Blair	6/30/09	
4	Increase crime prevention programming on/off campus, including residence halls, student neighborhood, north/south campuses	Williams/Sardino	6/30/09	
5	Continue to develop and integrate Orange Watch Plus community policing plans; collaborate/partner with Student Affairs/Office of Residential Life	Sardino	9/30/08	Completed

Division: Department of Public Safety Commander: Callisto Date Submitted: 6/11/08

Goal: #3 Collaborate with Regional and National Law Enforcement to Ensure SU DPS Participation in Training

Objective#	Task	Committee Responsibility	Date Due	Status
1	Hold regional Crimes-In-Progress, Bicycle Officer/FTO, and/or Grant Writing seminars	Lentz	6/30/09	
2	Continue developing a national reputation as a leader in campus safety through avenues such as IACLEA and IACP	Callisto & Staff	6/30/09	
3	Collaborate with Onondaga Community College and the CNY Police Academy in the establishment of a regional Campus Law Enforcement Basic Training Academy.	Lentz	7/30/08	Completed
4	Initiate the National Accreditation process	Stagnari	6/30/09	

DPS Immediate Initiatives

Division: Patrol Commander: Rathbun Date Submitted: 6-9-08

Goal: #4 Reduce DPS Vehicle Fuel Emissions & Consumption

Objective#	Task	Person Responsible	Date Due	Status
1	Request input from officers (vehicle purchase committee)	Mrozienski	7/30/08	Completed
2	Study the impact of the use of hybrid vehicles	Karpinko	7/30/08	Completed
3	Encourage regular use of patrol alternatives	Rathbun	6/30/09	

5	Improve campus policing/efficiency through use of Segway transportation	Callisto/Karpinko	7/30/08	Completed
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Division: Administration & Patrol Commander: Callisto Date Submitted: 6-9-08

Goal: #5 Update SOPs/Accreditation

Objective#	Task	Person Responsible	Date Due	Status
1	Initiate National LE accreditation process	Stagnari	6/30/09	
2	Create implementation plan for kick-off including communications plan, target dates and outline milestones	Adams/Stagnari	6/30/09	
3	Specific SOP: Review/update/create SOP regarding student unrest & campus political activity	Rathbun/Stagnari	6/30/09	
4	Specific SOP: Coordinate domestic violence policies with student affairs	Rathbun/Stagnari	6/30/09	

Division: Administration & Patrol Commander: Buske Date Submitted: 6-9-08

Goal: #6 Improve employee communications and team building

Objective#	Task	Person Responsible	Date Due	Status
1	Provide team building training between line & supervisory staff (environments outside of SU – local mentoring, retreats, etc.)	Rathbun/Lentz	6/30/09	
2	Develop a probationary employee survey (1 yr experience working for us)	Rathbun/Pabis	1/01/09	

Division: Administration Commander: Adams Date Submitted: 6-9-08

Goal #7 Increase Grant opportunities

Objective#	Task	Person Responsible	Date Due	Status
1	Solicit grant ideas from internal/SU department and division management/staff members	Stagnari	6/30/09	
2	Search various resources (corporate, foundation, government, etc) for grant opportunities	Stagnari	6/30/09	
3	Develop collaborative relationships with SU Government & Community Relations and our local/state government partners	Stagnari	6/30/09	
4	Collaborate and host regional "Securing Grants for LE" seminar (NJ seminar taken by Stagnari/Adams – April 08)	Stagnari	12/30/08	

Division: Administration Commander: Callisto Date Submitted: 6-9-08

Goal: #8 Complete work with CPDC on DPS space plan

Objective#	Task	Person Responsible	Date Due	Status
1	Complete design, planning & training for temporary and permanent Communication Center – scheduling and technology	Kearns	6/30/09	
2	Continue to work w/ CPDC to ensure immediate/short-term modifications and final space planning are consistent with overall scope of project and goals of DPS	Adams	6/30/09	
3	Continue systems planning for communications interoperability with Onondaga County	Kearns	6/30/09	

Division: Administration Commander: Lentz Date Submitted: 6-9-08

Goal: #9 Identify and develop six (6) specific topics for FYI09 in-service training

Objective#	Task	Person Responsible	Date Due	Status
1	Mental health and college impact issues	Lentz	12/01/08	
2	Community oriented policing – the Generation Waves	Lentz	12/01/08	
3	Improve & ensure Orange Alert and crisis alert systems proficiency	Lentz/Kearns	12/01/08	
4	CNY Leads resource & user training	Lentz/Buske	12/01/08	
5	Complete transition & training of CCTV 1 st phase (FT/PT dispatchers)	Kearns/Adams	12/01/08	
6	Review & train staff on parental concerns	Rathbun	12/01/08	

Division: Administration Commander: Rathbun Date Submitted: 6-9-08

Goal: #10 Develop broader spectrum of awards & recognition

Objective#	Task	Person Responsible	Date Due	Status
1	Identify different award opportunities	Rathbun/Mrozienski		
2	Identify different recognition opportunities	Rathbun/Mrozienski		

Division: Technology Commander: Adams Date Submitted: 6-9-08

Goal: **#11 Improve & ensure Orange Alert Proficiency – Appropriate Activation & Response**

Objective#	Task	Person Responsible	Date Due	Status
1	Weekly dispatch tests (FT, PT, and “pinch hitter” dispatchers)	Koser-Martin	8/01/08	Completed
2	Develop a test system to simulate subsequent messages in a crisis situation	Kearns	12/01/08	
3	Weekly roll call scenarios	Rathbun	12/01/08	
4	Three (3) field drills for activation each year	Buske/Rathbun	6/30/09	

Division: Technology Commander: Adams Date Submitted: 6-9-08

Goal: **#12 Implement Law Enforcement (LE) and SU information technologies**

Objective#	Task	Person Responsible	Date Due	Status
1	Continue working with ITS/ECM/SPD/Onondaga County on development and integration of LE/SU information applications/resources for patrol vehicles	Kearns/HSGR Tech	12/01/08	
2	Continue systems planning & secure funding for interoperability with radio/emergency ops w/ Onondaga County dispatch/officer radio communications	Kearns	9/01/08	Completed

Division: Communications/Technology Commander: Adams Date Submitted: 6-9-08

Goal: #13 Complete Transition & Training of CCTV 1st Phase

Objective#	Task	Person Responsible	Date Due	Status
1	Work with CCTV Committee to coordinate installation of residence hall CCTV.	Kearns/HSGR Tech	12/01/08	
2	Obtain operations and software manuals from CCTV integrators and identify training needs.	Kearns	12/01/08	
3	Train communication supervisors and specialist on live and retrieve operation of CCTV system.	Kearns	12/01/08	
4	Train Investigators on CCTV retrieval and duplication.	Kearns	12/01/08	

Division: Communications Center/Technology Commander: Adams Date Submitted: 6-9-08

Goal: #14 Complete design, planning & training for new Communications Center

Objective#	Task	Person Responsible	Date Due	Status
1	Work with CPDC on dispatch and control center design, renovations and construction.	Kearns/HSGR Tech	12/01/08	
2	Identify equipment needs	Kearns	12/01/08	
3	Identify and train requirements for new equipment	Kerns/HSGR Tech	12/01/08	
4	Train communications personnel	Kerns/HSGR Tech	12/01/08	

Investigations/Domestic Violence

Division: **Policies** Commander: **Thompson** Date Submitted: **6-9-08**

Goal: **#15 Coordinate domestic violence policies with Student Affairs**

Objective#	Task	Person Responsible	Date Due	Status
1	Identify Student Affairs Professional Staff with responsibilities regarding Domestic Violence	Pabis	12/01/08	
2	Meet & develop coordinated strategy	Pabis	1/01/09	
3	Develop a directive: Coordinated Domestic Violence Response	Pabis	2/01/09	

Division: **Training** Commander: **Callisto** Date Submitted: **6-9-08**

Goal: **#16 To Develop Parental Concern Response Strategy**

Objective#	Task	Person Responsible	Date Due	Status
1	Identify parental concern resources	Lentz	12/30/08	
2	Review parental concern resources	Lentz	2/30/09	
3	List parental concern resources	Lentz	4/30/09	
4	Train staff on parental concern resources	Lentz	6/30/09	

Division: Administration Commander: Buske Date Submitted: 6-9-08

Goal: #17 Re-evaluate Staff Deployment

Objective#	Task	Person Responsible	Date Due	Status
1	Conduct complete analysis of staffing and budget support for current staffing	Adams	9/30/08	

Division: Report Reviews/Administration Commander: Buske Date Submitted: 6-9-08

Goal: #18 Standardize report review & filing process

Objective#	Task	Person Responsible	Date Due	Status
1	Develop automated checklist	Rathbun	12/01/08	
2	Develop sequential report review process	Rathbun	12/01/08	

Division: Administration Commander: Buske Date Submitted: 6-9-08

Goal: #19 Review/Update/Create SOP regarding student unrest & campus political activity

Objective#	Task	Person Responsible	Date Due	Status
1	Research other campus LE agency policies on campus unrest	Rathbun	12/01/08	
2	Meet with key officials from student and academic affairs for input	Rathbun	12/01/08	
3	Draft written directive for approval by Chief	Rathbun	12/01/08	

Long Term Plans and Programs Beyond 2008/2009

- **Operations**
 - Develop plans for law enforcement, security and public safety for the connective corridor.
 - Develop safety and security plans for the operation of the Center for Excellence.
- **Facility / Infrastructure**
 - Work with CPDC to develop plans for a state-of-the-art DPS headquarters and South Campus space.
- **Technology**
 - Fully integrate campus law enforcement radio capabilities with the Syracuse Police Department / 911 Center.
 - Develop, install, operate and maintain a comprehensive University-wide security control, surveillance and recording system.