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Letter from the Chief

Greetings Trailblazers!

Dixie State University’s Department of Public Safety is strongly committed to the safety and security of our campus community. Our agency’s commitment is grounded in the community policing model and philosophy. Our team is focused on engaging our community in partnership, creating opportunities for ownership, and focusing on collaborative problem solving. We work diligently with our campus community to build and maintain partnerships for a safer campus. To that end, we offer a variety of services, programs, and resources to help the community engage in meeting the collective public safety needs and concerns of our community. We are focused on creating a campus environment wherein national standards and industry best practices for campus public safety are followed, elevating the level of service we provide to our community.

We are excited to present our 2019-2024 Strategic Plan, *Blazing New Trails*, which outlines the goals of the Department of Public Safety through fiscal year 2024. A Strategic Plan must represent not only the aspirations and goals of the department, but more importantly, it must represent the needs and goals of the community we serve. Our leadership team is committed to ensuring we remain on track and on task in terms of our strategic goals as we move forward.

As a department, our team is committed to the tenants of this document, and ensure that we are regularly re-visited this plan, to ensure we are aligned with national best practices, and with the overall strategic plans of Dixie State University, and the DSU community as a whole.

We look forward to working together in partnership towards making Dixie State University an even safer place to learn, work, and visit.

Regards,

Blair Barfuss
Chief of Police
MISSION STATEMENT

The mission of the Dixie State University Department of Public Safety is to work in partnership with students, staff, faculty, and our community to protect life and property, serve our community, and enhance the quality of life for all at DSU.

Members of this Police Department commit themselves in the following core tenets:

- Protecting Life and Safety
- Preventing Crime
- Reducing the Fear of Crime
- Bringing Offenders to Justice
- Maintaining Public Accountability
- Providing Excellence in Service

VISION STATEMENT

We will aspire to be a leader in policing, a model for character, innovation, and service. We will strive to protect our diverse and dynamic university community and will work in partnership with students, staff, faculty, and the community, to promote public safety, reduce crime, and improve the overall quality of life enjoyed by all at Dixie State University. We will professionally execute our role as law enforcement officers and public servants with fairness, integrity, compassion, and respect for the rights of all individuals. Together, we will resolve to develop a creative, forward-thinking workforce, dedicated to raising our level of excellence to meet the challenges of tomorrow.

We will work diligently and tirelessly to continually improve ourselves. Partnerships and collaboration will be the primary themes of building a new strategic plan for our police department. This plan will serve as a living document through which we will both establish and prioritize the goals and objectives of our organization and will also assist us in overcoming the challenges that we currently face. Ultimately, this plan will serve as our road map to the future by focusing us on those things that unify our efforts in fulfilling our mission and achieving our vision.

We will work together as an organization and be ever-cognizant that our effort to improve public safety and the quality of life for all at Dixie State University is our top priority. We will be undeterred in serving with the highest degree of professionalism, accountability, and fairness. We will maximize the effectiveness and efficiency of our organization through strategic alignment of our resources in a manner that best achieves our mission.
DSUPD - CORE VALUES

P.R.I.D.E

PROFESSIONALISM:
We are proud of our profession and will ensure that our members are dedicated, highly trained, and capable of handling the daily demands of the law enforcement profession. We promote a collaborative environment for sharing information, resources, assistance, and expertise.

RESPECT:
We will treat all people with compassion, tolerance, and dignity by providing professional law enforcement services through highly trained personnel accountable to our community.

INTEGRITY:
We adhere to the highest moral and ethical standards. Honesty and sincerity serve as the foundation in dealing with each other and the community. In all we do, we have the courage and commitment to uphold these values.

DEDICATION:
We are dedicated to protecting life, property, and maintaining order while assuring fair and equal treatment to everyone.

EXCELLENCE:
We strive to maintain the highest standards of training and technology to create a safe environment for our citizens and ensure that the citizens of this community receive the best care when we are called upon to perform our duties.
Strategic Initiatives

Derived from the Department of Public Safety Mission, Vision Statement, and Core Values, the department has identified five core strategic initiatives, which are the impetus for the overall strategic plan:

- **Strategic Initiative 1: Emphasis on Customer Service**
- **Strategic Initiative 2: Crime and Loss Prevention Services**
- **Strategic Initiative 3: Community Policing**
- **Strategic Initiative 4: University Community Presence**
- **Strategic Initiative 5: Commitment to Excellence**
Department of Public Safety Overview

Background

Dixie State University was founded in 1911 and built on the site of the first pioneer encampment in St. George, Utah. DSU is settled in a fantastic climate amid the picturesque setting of Washington County’s red rocks. With over 10,000 students, over 2,500 faculty and staff, and thousands of visitors, DSU has over 15,000 people in and around campus each day. The DSU Police Department is a Utah State certified and accredited police agency, and has law enforcement jurisdiction of all Dixie State University property. DSU Police Officers hold Utah state peace officer certification, and have statewide police authority. The Department of Public Safety has been an actively engaged within the DSU campus for decades.

Dixie State University’s Department of Public Safety (DPS) goal within the first year of this strategic plan is to provide 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 in order to meet the changing demands of our growing campus. A dedicated Community Policing approach by administration is responsible for developing and implementing programs designed to increase outreach to students, faculty, and staff; and with providing guidance for instituting emergency management policies in conjunction with DSU Risk and Emergency Management to different DSU departments.
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, new-found 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, DSU must continually revise its policies and procedures to meet the needs of our changing regulatory environment. Dixie State University’s Vision Statement underscores this need:

*Encouraging Excellence, Cultivating Creativity, and Pioneering Pathways*

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 quality and modern law enforcement component to the department’s list of services is something that will benefit the campus, it is understood moving DPS from towards greatness will take substantial time and effort.

*Environmental Scan*

To begin the strategic planning process, the Department of Public Safety Lead Team conducted an environmental scan by reviewing the current safety and security climate of the main St. George campus. Many factors were considered throughout this process, including the current department staffing levels, response capabilities, service offerings, previous efforts towards progress (including the past Strategic Plan), and department goals for the future. This environmental scan includes an assessment of current opportunities and threats, which informed our strategic initiatives. Some aspects of the environmental scan are very similar to the information presented in the past Strategic Plan, however, slight changes have been made in our assessment.

*Threats and Hazards*

Perhaps the most serious threat to the health and safety of University students across the country is the prevalence of a variety of catastrophic events, both natural and human-caused. Dixie State University is not immune to the dangers of flooding, earthquakes, windstorms, or targeted violence. These imposing threats are accompanied by the dire need for campus-wide emergency preparedness. These threats and hazards remain relatively unchanged, however, our community continues to express interest in learning more about what they can do to protect themselves and their property.
Community Engagement

A review of past DPS community involvement and engagement revealed a lack of community familiarity with the services offered by DPS. However, students, faculty, and staff who have been recently contacted have expressed an interest in learning more and becoming engaged in the safety and security of their campus. Current goals were created to meet updated community feedback. Best practices indicate a Community Safety Survey should be conducted every three years in accordance with Commission on the Accreditation for Law Enforcement Agencies (CALEA) accreditation standards. DPS is planning to conduct such a survey at the end of calendar year 2021. For the current fiscal year, the department is using past results in combination with qualitative (both verbal and written) feedback from community members, which is received through the DPS website, at community outreach events and presentations, and from officers in the field. It is our goal to expand community engagement activities to increase DPS presence in residence halls, athletics facilities, and other community events.

Law Enforcement Authority

While it remains true that the DSU campus benefit’s from a law enforcement presence on campus, recent changes in DPS leadership have led to the need for continued research regarding adequate staffing levels, services provided, and needed community outreach and engagement. It is expected that DPS will continue to pursue a variety of possibilities to increase the safety and security of the campus community, while the transition to full time law enforcement services receive further consideration and planning.

Budget

DPS continues to operate within budget. Additional supplemental funds have been requested from the University in order to support current services, operations, and proposed growth. However, there are currently unfunded projects for which DPS is responsible, and it is anticipated that DSU must evaluate these projects for future viability. In particular, growth in full time police officer staff to meet unprecedented growth is of upmost importance. In the event that additional financial resources are required due to unanticipated circumstances, department administration will work with General Counsel and the Vice President of Administrative Affairs to secure the needed monies.
Past Progress and Current Status
Since the hiring of Chief Barfuss in 2018, DPS has achieved many of its goals for the one-year mark since his hire by hiring new administrative staff, writing and implementing departmental policies and procedures, providing complete standardized uniforms, and equipping all officers with necessary tools and equipment. DPS is now currently working on agency accreditation through the Utah Chiefs of Police Accreditation Alliance, which is anticipated for completion and accreditation by December 2019.

Status of 2019-2024 Strategic Plan Goals
DPS has either achieved or is currently in the process of achieving, nearly 90% of its stated 2019 yearly goals. Approximately 10% of the stated goals are listed in the current Strategic Plan, with the expectation that they will be achieved in the current fiscal year. Other goals were moved to the “future goals” section because they require extensive funding to be deemed viable. Overall, the department is proud of its accomplishments since this Strategic Plan was launched. For a full list of goals and their status, please see the appendix.

New Staff
Over the past year, DPS has added several staff members to the department, each of whom have contributed to the achievement of goals and the overall success of the department. The following positions were newly created in fiscal year 2019:

- **Administrative Sergeant**: Responsible for day to day operations of the police department, UCOPA accreditation manager, police officer training, special events supervision, internal affairs investigations, and supervision of the Field Training Officer program.

- **Records Administrator/Security Supervisor**: Responsible for all police department records management, reporting of mandatory FBI NIBRS, UCJIS, GRAMA requests, and all other record management responsibilities, development of DSU Security policy and procedural manuals, creation of the Security department.
Strategic Initiative 1: Emphasis on Customer Service

Vision Statement: Establish a cohesive and supportive work environment; one that encourages innovation with an emphasis on quality customer service.

Alignment with DSU Strategic Plan: Engagement, Community Involvement, Technology

Defined: 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 DSU community.

FY 2019 Goals:
- Establish and implement a uniform and appearance policy
- Provide “fundamentals of supervision” training to officers, preparing them to lead in the future
- Develop an internal system for employee recognition
- Establish monthly shift/unit level meetings
- Create a records management system for reports and other administrative actions
- Update department sexual misconduct and domestic violence response policies and conduct regular training sessions for officers to reflect best practice and updates to institutional policies
- Develop and implement a legally defensible policy and procedure manual through Lexipol
- Obtain Utah Chiefs of Police Association accreditation through the UCOPA Accreditation Alliance

Annual Success Indicators:
- Increased interdepartmental communication, both formal and informal
- Increased consistency in supervisory decision-making and application of policies and protocols
- Continued investment in staff training and development to provide better, consistent service to the community

Future Goals (2021-2024)
- Re-evaluation of policy and procedure after 1-2 years of creation (2020-2021)
- Conduct the 2021 Community Safety Survey in accordance with industry best practices and in line with IACLEA standards
Strategic Initiative 2: Crime and Loss Prevention & Preparedness Services

Vision Statement: Provide protection of persons and property through crime and loss prevention services.

Alignment with DSU Strategic Plan: Place of Learning, Community and Diversity

Defined: Prevention-focused community education is a key component to a safer, more secure campus. By collaborating with the community and keeping its members informed of safety and security concerns, DPS hopes to increase the level of awareness and proactivity towards ensuring one’s own positive campus experience. Increasing crime prevention services is a cornerstone to this initiative.

FY 2019 Goals:
- Enhance bike patrol unit by getting officers trained and certified in patrol bike operations
- Revise Daily Action Logs reporting to enhance patrol coverage
- Develop and deploy a crime/incident analysis function consistent with accreditation standards
- Complete the Federal Emergency Management Agency (FEMA)-modeled Threat & Hazard Inventory Risk Assessment (THIRA) with DSU Risk & Emergency Services
- Develop a multi-year campus Emergency Management exercise plan with DSU Risk & Emergency Services
- Finalize, train, and implement DPS All-Hazards Response Plan with DSU Risk & Emergency Services
- Establish protocols and procedures for Suspicious Activity Reporting (SAR)

Annual Success Indicators:
- Increased community awareness and usage of core crime, loss prevention, and emergency preparedness services
- Higher rate of use of crime and loss prevention services by campus units
- Better, more consistent and proactive patrol coverage and response time to Calls for Service.

Future Goals (2021-2024)
- Explore the feasibility of adding additional campus-wide CCTV, access control, and security alarm monitoring systems, to areas currently not covered by current CCTV program
- Develop specific training for creating building emergency plans with DSU Risk & Emergency Services

DSU Department of Public Safety • 2019-2024 Strategic Plan
Strategic Initiative 3: Community Policing

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

Alignment with DSU Strategic Plan: Engagement, Community Involvement, and Diversity

Defined: Through events, presentations, building security assessments, and online interaction, DPS hopes to increase the level of safety and security awareness within the campus community. Personal interaction is a critical component of community policing. Awareness programs must focus on specific campus groups and the topics, which are relevant to those groups.

FY 2019 Goals:
- Implement customer service protocol for re-contacting victims of crimes
- Develop and deliver topic-specific Emergency Preparedness presentations and training
- Develop and implement a comprehensive, community-based homelessness strategy on campus
- Create tabletop exercise program and offer to departments by request
- Expand Community Policing presentations to include New Student Orientation presentations to students
- Create and implement a Campus Safety orientation video
- Implement “See something, say something” program as part of building emergency plans

Annual Success Indicators:
- Increased community awareness and usage of DPS community policing programs and services
- Increased community awareness of threats and hazards to DSU campus, and how to mitigate these threats and hazards
- Increased community participation in safety and security by providing training and involvement opportunities

Future Goals (2021-2024)
- Implement student employee program in residence halls, in partnership with Student Housing Services
- Implement community outreach with “Coffee with a Cop” or similar program
- Implement and develop a “Victim Services Officer” position within the police department
- Implement Building Incident Response Team (BIRT) and Community Emergency Response Team (CERT) programs with DSU Risk & Emergency Services
Strategic Initiative 4: University Community Presence

Vision Statement: Become an integral part of the University community, a department that is widely respected and trusted.

Alignment with DSU Strategic Plan: Engagement, Community Involvement, and Place of Learning

Defined: DPS strives to be a department that is both proactive and approachable. By attending local meetings and fostering relationships with local stakeholders, DPS aims to garner feedback about the concerns of the local community and tailor its programs and presentations to fit the needs and desires of the community.

FY 2019 Goals:
- Complete “continuum of care” protocol for victims of sexual assault in cooperation with the DOVE Center and community sexual assault response partnerships
- Continue DPS Annual Reporting
- Engage in partnerships with local law enforcement through regular attendance to the State Fusion Center and State Law Enforcement Coalition
- Engage community on Violence Against Women Act (VAWA) issues through sexual assault “continuum of care” video
- Establish a relationship with Study Abroad as it relates to reporting of Clery Act crimes and further, ensure Clery Act compliance through outreach to non-campus police agencies

Annual Success Indicators:
- Increased community awareness and usage of DPS programs and services such as the DPS website, social media outlets, e-newsletter, etc.
- Increased interaction with victims of crime to ensure follow-up and support services are offered in full
- Increased DPS awareness of, and interaction with, campus stakeholder groups and organizations

Future Goals (2021-2024)
- Become the single provider for event security services at DSU, allowing uniformity and understanding of DSU special event needs
- Establish partnerships with local emergency services providers through regularly-scheduled meetings
- Become a National Incident Management System (NIMS) compliant University in DPS with DSU Risk & Emergency Services
- Develop a Community Emergency Response Team (CERT) program and train Student Housing staff
- Create, train, and educate dedicated investigators to provide follow-up on reports of crime and other incidents, to include victim support and services, in line with industry best practices
Strategic Initiative 5: Commitment to Excellence

Vision Statement: Maintain a commitment to excellence.

Alignment with DSU Strategic Plan: Community, Diversity, Technology, Facilitating Excellence

Defined: A commitment to excellence is more than a mission statement. DPS aims to achieve accreditation, integrate a comprehensive training program, and transition into using more modern technology within the department. By taking advantage of the many opportunities to utilize technology, DPS will become a department with clear training and policies – critical components to the foundation of success.

FY 2019 Goals:
- Develop an annual training plan for DPS staff
- Develop and implement DPS policy and procedure manual
- Develop, deploy, and maintain department master workschedule
- Revise, update, and align department position descriptions
- Implement Field Training Officer program, including officer training for field interviews and investigations
- Create process for review of report quality, content, and dissemination

Annual Success Indicators:
- Continued involvement and investment in staff development and training opportunities
- Enhanced and more consistent field performance of staff
- Continue to implement both internal and external process improvements to maximize DPS effectiveness and efficiency

Future Goals (2021-2024)
- Successfully complete Emergency Management accreditation
- Develop and implement a DSU Continuity of Operations Plan
- Research feasibility of mobile technology for field operations and reporting
- Conduct accreditation on-site mock assessment
- Conduct accreditation on-site final assessment
2019-2024 DPS Planning Strategy

This DPS strategic plan reflects current and future goals identified as contributing towards the success of the department in terms of the overall mission and vision. The planning process included an expansive overview of the department’s current performance against the way DPS desires to grow and expand over the next several years. The essential factors DPS considered throughout this strategy evaluation include:

- A comprehensive evaluation 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 DSU 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
- Assessment of stakeholder opinions, attitudes and feelings towards the climate of safety at DSU and the overall opinion of DPS as it currently stands
- Analysis of past goals, achievements, and milestones, including those goals contained within the Strategic Plan, which are used to determine current progress and future goals

This multi-year plan was developed using these critical elements. Many of these goals are targeted for achievement in fiscal year 2020, with other select goals identified for future years. DPS recognizes that this is a fluid document, which will be evaluated 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 fiscal year, in comparison to goals met throughout the fiscal year
- Evaluation of the current strengths, weaknesses, opportunities and threats facing the department
- A continuing analysis of the where the department desires to see itself in five 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 in line with the department, and the University, over the next five years. Current goals must be reevaluated, prioritized, and expanded in order to meet the needs of the department and the community.

Allocating Resources
DPS recognizes its fiduciary responsibility given the current economic climate of the University. The department continues to be sufficiently funded to meet the needs of its operations as currently staffed. DPS does anticipate needing additional funds in the immediate future to provide additional full time police officer positions and a Reserve Officer program to meet the need for 24/7 police coverage. 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, DPS administration 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, DPS administration 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 Administration)

Blair Barfuss – Chief of Police

Ron Bridge – Administration Sergeant

Doajo Hicks – General Counsel

Cindy Cole – Title IX/Clery: Attorney

Alison Vicroy – Policy: Attorney

Josh Thayne – DSU Risk & Emergency