

## **Goals and Objectives**

### **Annual and Long-Term Goals**

Annual goals and objectives specifically define a path to meet current and future service demands identified by expectations from the community for the delivery of quality police and security services. Vanderbilt University Public Safety leaders routinely receive feedback from the Vanderbilt community through ongoing meetings with faculty, staff, and students. In addition, VUPS staff are encouraged to make suggestions for service improvements that are creative, innovative, and efficient. The goals and objectives may change depending upon the development of other operational priorities, change in funding allocations, or service expectations. Quarterly benchmarks and progress are reported by each major component within VUPS to measure progression and success.

Annually prior to the start of the new fiscal year, the department's goals and objectives are reviewed by executive leadership. Our "Multi-Year Plan" is foundational for the on-going self-evaluation of service and process improvements. This plan is published annually and is reviewed and updated based upon the benchmark reports.

### **Enterprise Population and Building Growth**

Student, faculty, staff, visitor, and patient population are expected to continually increase throughout the enterprise. There has been continued expansion in the Medical Center to adapt to the changing medical care climate. These expansions will require more CSO's as the construction continues.

Vanderbilt University is currently in a massive building program for four (4) new residential colleges that will replace and transform the residential community at VU. The E. Bronson Ingram residential college opened in the fall 2018, the Zeppos residential college opened in the fall 2020, and the remaining two (2) residential colleges are scheduled to be opened in 2022 and 2023, but will likely be delayed due to the COVID-19 pandemic. VUPS will need to evaluate staffing levels to make sure we are able to provide exceptional security services for the new residential colleges.

**Anticipated Workload and Personnel Levels**

VUPS saw a higher than normal loss in its non-sworn and sworn ranks during 2020, due to the impact of COVID-19, and the voluntary staff departure incentive program that was offered by the University. However, VUPS has added several non-sworn and sworn employees into its ranks with an aggressive hiring plan, along with the addition of a video screening process utilized through Spark Hire due to the COVID-19 pandemic. VUPS continues to actively advertise open positions on multiple job sites, platforms and local news outlets.

**FY21 Goals and Objectives**

FY21 Goal	Areas of Responsibility	Objective
Develop the Public Health Ambassadors program for both Vanderbilt University Public Safety and Vanderbilt University.	Campus Crime Prevention and Community Relations	In an effort to guide the university community in practicing healthy behaviors during the COVID-19 pandemic, VU Public Safety is launching the Public Health Ambassador (PHA) program to address questions regarding campus health and safety measures.
Establish alternative patrol zones across campus to increase community service and safety and conduct all escorts requests on campus. The new zones will be established with an alternative means of transportation with the use of a golf cart, Segway or foot patrol.	Campus Precinct	To provide a dedicated zone to conduct all escorts request on campus. To increase visible officers' presents on campus to provide safety and security. To increase the opportunity for officers to have positive communications with community members. To decrease the amount of time officers are inside their vehicles. To decrease the amount of patrol vehicles needed in campus operations.
Create a proposal to begin the process to re-brand the unit.	Communications Unit	To provide a dedicated zone to conduct all escorts request on campus. To increase visible officers' presents on campus to

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		<p>provide safety and security. To increase the opportunity for officers to have positive communications with community members. To decrease the amount of time officers are inside their vehicles. To decrease the amount of patrol vehicles needed in campus operations.</p>
<p>Establish the Workplace Safety Laboratory to house and safeguard the industrial hygiene and emergency preparedness equipment.</p>	<p>Emergency Preparedness</p>	<p>This room will provide adequate space to perform maintenance and calibration activities on various monitoring equipment. This room will also serve to store and protect both the equipment and the tools used to perform maintenance/calibration activities.</p>
<p>Research the university's operational continuity software platform and present a program recommendation.</p>	<p>Emergency Preparedness</p>	<p>To improve the Operational Continuity program and enhance the Universities preparedness for disruptions.</p>
<p>Create an online public portal via the Everbridge platform to allow non-affiliated Vanderbilt visitors to sign-up and receive AlertVU messages.</p>	<p>Emergency Preparedness</p>	<p>To enhance emergency notification coverage and increase situational awareness during disasters/emergencies by allowing non-affiliated Vanderbilt community members to receive AlertVU messages.</p>
<p>Create a new Government Emergency Telecommunications Service (GETS) account for Vanderbilt University and reconcile the account contact information.</p>	<p>Emergency Preparedness</p>	<p>To enhance the ability of strategic VU stakeholders to communicate during an emergency incident that might impact the Vanderbilt community or other areas across the country and other global areas.</p>

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Enhance SkyGuard contact list to include all VUPS department issued cell phones	Emergency Preparedness	To improve officer response to severe weather alerts by receiving skyguard text messages directly from AccuWeather.
Develop an OSHA Outreach Training Program 10-hour training course to promote workplace safety, occupational health, and enhanced knowledge about workplace hazards.	Emergency Preparedness	To enhance and improve the workplace safety for Vanderbilt University employees. This course provides basic awareness training on the recognition, avoidance, abatement, and prevention of workplace hazards.
Create standard month end reporting deliverables for each budget owner in order to understand their YTD spending and what is available to spend for the remainder of the year and update forecast if necessary.	Finance	In order to allow leaders to be educated and control how their money is being spent and to ensure that none of the departments exceed their annual budget.
Initiate Stay interviews to encourage individual development, increase employment retention, and maintain staff engagement.	Human Resources	To focus on staffing the department with qualified candidates, encouraging their growth and development for personal life and the department.
Research and develop a form management system to maintain forms that can be added to VUPS website for staff resources.	Office of Compliance & Accountability	Managing the forms will allow Professional Standards to better organize, accessibility, and maintain digital forms, to ensure all VUPS personnel can access the forms and provide better service for VUPS staff as well as follow the overarching "Paperless" goal.

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<p>Develop a phone application that will augment special events operations by providing the individual officer with electronic data related to the event and the ability to have a secondary form of communications (Text) during events.</p>	<p>Special Operations</p>	<p>Allows the department to reduce paperwork required, while providing up to date event information, hands on availability of additional event related resources, and creates a secondary line of communication (Text) on an I-phone or similar type device.</p>
<p>Increase the Community Comfort K-9 section by one additional team.</p>	<p>Special Operations</p>	<p>The initial Community Comfort K-9 has received numerous positive compliments and support from the Vanderbilt Community. The first year shows a need for additional teams to help provide a stress reducing service for the campus environment. Additionally, this team would aid in public relations through numerous positive community contacts.</p>
<p>Designate new visitor parking areas and establish hourly rates to allow better access for daily guests to campus buildings and areas. Work with the VU Mobility Office to research a mobile app for use.</p>	<p>Parking Services</p>	<p>To clearly define visitor parking (pay) areas to the campus in areas where there seems to be the most need.</p>
<p>Develop and present a two-year transition plan to update security alarm and panic alarm systems to a network reporting solution to align with VUIT phone line reduction initiatives.</p>	<p>Public Safety Systems</p>	<p>Establishment of standards leads to consistency in operations. Alarm equipment standards will help reduce confusion and false alarms, and ease in troubleshooting problems by allowing technicians to become familiar with common equipment.</p>
<p>Develop a plan, timeline and funding for approval to upgrade the VUPS message board</p>	<p>Public Safety Systems</p>	<p>Current AMX system is no longer supported. Four Winds is supported through Vanderbilt</p>

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system to University standard (Four Winds) platform.		IT'S and can be managed through a Web interface providing more flexibility.
Develop a comprehensive Body Worn Camera/In-Car Video (BWC/ICV) proposal, including quotes and technical specifications, and identify costs to launch and maintain the program.	Public Safety Systems	To set high expectations of service to the community. BWC/ICV use by VUPD offers an opportunity to promote trust and accountability for law enforcement and the community we serve.
Develop a work load assessment that will identify adequate and consistent staffing for the unit.	Records	Staffing is inconsistent and can sometime be overwhelming for the Unit. The assessment will boost morale and keep equal workflow.
Develop and implement a training program to reduce the minor accidents and damage to university mass transit vehicles.	Transportation Services	There is currently no continuation training of drivers. Their training from the school is primarily concentrates on the general operation of the vehicle. I will also provide an opportunity to provide professional development as they develop and present classes.
Expand camera coverage of Vanderbilt Health at One Hundred Oaks by partnering with JLL Management to leverage their current and projected addition of cameras on the One Hundred Oaks campus.	Vanderbilt Health at One Hundred Oaks	An enhanced camera system can assist in ensuring public safety as they deter and prevent some crimes from happening and can quickly solve criminal cases with material evidence.
Implement a Visitor Management System(VMS)	Vanderbilt University Medical Center (VUH)	To ensure public safety within Vanderbilt University Medical Center by effectively identifying those who have entered the emergency department.

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### Capital Improvements and Equipment

At the present time, VUPS is operating key functions and mission critical areas with systems or equipment that cannot provide fundamental information to meet routine and compliance needs, during the next two (2) to three (3) years, VUPS’s goal is to replace or update the systems as outlined below:

- Communications Center Accreditation - \$4,000 **Complete**
- HVAC Improvements for 111 Public Safety Building - \$673,000 **Complete**
- EOC Technology Improvements – \$129,000 **Complete**
- Emergency Phones Update /Replacements - \$135,000 **Complete**
- Support Services Annex Improvements - \$128,000 **Complete**
- Headquarters Restroom Remodel/Updates - \$100,000 **Complete**
- Garage Facilities Elevator Cabin Video Cameras Installations - \$126,000 **In Progress**
- Alarm Receiver Panel Replacement - \$10,000 **Complete**
- Video Camera Server Replacements - \$30,000 **Complete**
- Hardware and Software Addition to Criminal Investigation Unit - \$5,000 **Complete**
- Community Therapy K-9 Addition - \$14,000 **Complete**
- Mobile Disability Transportation Program - \$34,500 **Complete**