UNIVERSITY POLICE

Our Community. Our Safety.

DIVISION OF PUBLIC SAFETY STRATEGIC PLAN 2022-2025
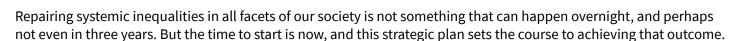
MESSAGE FROM THE CHIEF

Dear campus community member:

The Division of Public Safety, which includes the University of Illinois Police Department, is thoughtful and deliberate in the way it approaches community policing. It is codified in our **mission, vision and values**, and we are committed to instilling **21st Century Policing** principles into every interaction we have.

UIPD has been a leader in progressive approaches to campus safety, but there remains much work to be done. This strategic plan lays out our primary focus areas for the next three years, which are intentionally responsive to the needs voiced by our community during the past year.

We acknowledge the history of policing as a profession, and we pledge to be leaders in learning from past mistakes and moving forward. Criminal justice reform will be a common thread through everything we do in the next three years, and we view this as an opportunity. It is an opportunity to enhance our service to the community and introduce better resources that are sensitive to the needs of all people. It is an opportunity to engage in sincere conversations about what a safe community looks like and how we can be active partners in creating a supportive campus environment.

Repairing systemic inequalities in all facets of our society is not something that can happen overnight, and perhaps not even in three years. But the time to start is now, and this strategic plan sets the course to achieving that outcome.

Sincerely,

Matthew Ballinger
Chief of Police and Executive Director of Public Safety

LAND ACKNOWLEDGEMENT

As a part of a land-grant institution, the University of Illinois Police Department has a responsibility to acknowledge the historical context in which it exists. Our facilities are currently on the lands of the Peoria, Kaskaskia, Piankashaw, Wea, Miami, Mascoutin, Odawa, Sauk, Mesquaki, Kickapoo, Potawatomi, Ojibwe, and Chickasaw Nations. It is necessary for us to acknowledge these Native Nations and for us to work with them as we move forward as an institution. Over the next 150 years, we will be a vibrant community inclusive of all our differences, with Native peoples at the core of our efforts.

WHO WE ARE

The Division of Public Safety works to further the university's academic mission by providing a safe place where our students, faculty and staff can excel academically and professionally.

The University of Illinois Police Department is a 24-hour operation, 365 days a year. Our officers have full police authority just like any other police department. UIPD is fully accredited, and we offer all the traditional police services — but unlike traditional police departments, those services are uniquely tailored to meet the needs of our university in a community-based manner meant to improve and maintain a healthy climate and quality of campus life.

UNIVERSITY OF ILLINOIS POLICE DEPARTMENT

- Our 24-hour patrol operations are the backbone of our effort to keep our campus community safe. Patrol officers provide a quick response to 911 calls and more.
- The Community Outreach and Support Team works in an educational capacity to empower individuals to take care of themselves and others. C.O.A.S.T. also provides behavioral and crisis support.
- Detectives in our Investigations division are specially trained to support and care for survivors of sexual assault, as well as investigate other crimes of a violent nature.
- Internal units provide specialized resources to provide for campus safety, including bomb detection and disposal; special weapons and tactics; patrol K-9s and comfort K-9s; special victim resources; bicycle- and ATV-mounted patrol; and others.

DIVISION OF PUBLIC SAFETY

- Staff members in Emergency Management work full-time to ensure every university facility is prepared for otherwise unimaginable emergencies.
- Compliance staff members work in an ongoing effort to maintain campus compliance with mandates set forth in legislation like the Clery Act, Violence Against Women Act, Title IX, Preventing Sexual Violence in Higher Education Act, protection of minors and many other federal and state laws that regulate university procedures.
- Our security officers work to provide an extra layer of security, primarily around residence halls and libraries. Security officers are empowered to intervene when they observe unsafe conditions or call for a police response.
- Student patrol officers also provide observational security and SafeWalks, a free walking escort service available to students, faculty members, and staff so they do not have to travel alone on campus during nighttime hours.
- Key civilian employees like telecommunicators, records staff, business office staff, information technology specialists and facilities staff support the organization and its ability to achieve its mission.

This balance of police and public safety services aims to further our department's mission to provide a safe and secure university environment where academics, research and public service can flourish.

HISTORICAL BACKGROUND

UIPD's story begins in 1895, when UI President Andrew Draper decided that the just 28-year-old university needed night watch personnel to protect the grounds from a perceived increase in campus crime. By 1911, university leaders had determined that the security effort had been successful enough to warrant hiring two full-time police officers – giving birth to the University of Illinois Police Department.

Through the early decades, UIPD officers were tasked with minor duties, like making sure doors were locked and reporting smokers to the dean. In the 1960s, the growth of adjacent communities and increasing political turmoil on college campuses – some of it violent – made the job of campus policing more complex.

By 1964, the state of Illinois had passed the University of Illinois Act (110 ILCS 305/7), giving the University of Illinois Board of Trustees the power to appoint university police officers who hold the same authority as city police departments. The new statute kicked off a transition that, over time, transformed UIPD from more of a campus security division into a full-fledged police department. Today, UIPD is fully accredited (it was the first university police department in Illinois to achieve accreditation) and provides the same services as a traditional police department.

It is important to acknowledge that the history of policing in the United States has at times been problematic, especially with regard to how minority communities have been policed. Only by acknowledging this dynamic can we recognize how minority communities have been affected and how we can move forward in a more supportive way. As we look toward the future, we are committed to rooting out systemic inequalities and extending the positive things police do to keep our communities safe.

OVERVIEW

The overarching vision of this strategic plan is to position the Division of Public Safety as a leader in implementing the ideals of modern policing. The six pillars of President Obama's Task Force on 21st Century Policing form the basis of our three-year goals, and we have aligned with a number of shared goals from the University of Illinois Urbana-Champaign's 2018-2023 strategic plan, titled "**The Next 150**."

The goals of the Division of Public Safety align with the "The Next 150" to make the institutional transformations necessary to remove the barriers, assumptions, and biases that limit opportunities. We want the graduates and future alumni of the University of Illinois Urbana-Champaign to be responsible citizens and leaders who value knowledge, creativity, global awareness, and social and cultural understanding.

Our vision for the future is ambitious, highlighted by our community engagement, transparency, and shared commitment to institutional goals. This plan acknowledges the challenges presented by the current national climate and the role of law enforcement in perpetuating systemic inequalities in our country. The Division of Public Safety is using this moment to reimagine our public engagement efforts. Interaction with our community will be woven into the fabric of everything we do. Through careful handling of resources, innovations in services, and focused efforts to find new efficiencies, we will conserve financial resources that can be reinvested across our strategic priorities. Our vision for the future is ambitious, and engagement, transparency and shared commitment to our institutional goals will be necessary.

In addition to our long-standing core values of justice, respect, and integrity, this strategic plan notably includes two additional divisional core values: inclusion and trust. Although these values have always been at the core of what we do, we have recognized the benefit of explicitly calling attention to these core values through partnerships and dialogue with our stakeholders. We must be leaders in promoting diversity and equity in everything we do, from internal practices and policies to our contacts on the street. And a mutual trust between police officers and community members must be at the core of our efforts to build genuine relationships and an open, transparent look into our operations.

An abridged version of this plan presented as a matrix with all goals, deliverables and deadlines is available as **Appendix A**.

OUR STRATEGIC INITIATIVES

1. Community Engagement
2. Community Outreach and Support Team
3. Communication
4. Employee Development
5. Safe Campus Environment
6. Technology
7. Resilience

OUR SHARED VISION

As the public safety division of the University of Illinois Urbana-Champaign, we will provide integral support to our campus vision of being a pre-eminent public research university with a land-grant mission and a global impact. In its 2018-2023 strategic plan, the University of Illinois Urbana-Champaign defines pre-eminence as the following:

- We will be the best at what we do; this is a matter of excellence in achievement.
- We will have impact locally, nationally and globally through transformational educational experiences, innovative public engagement, and groundbreaking scholarship.
- We will be recognized as leaders by our peers. We will be visible, engaged, and significant agents of the prosperity of the state, nation, and world; this is the leadership expected from a world-class university with a land-grant mission.
- We will be leaders in advancing diversity and equity that will contribute to creating an institution committed to excellence in discovery, teaching, and research, and a climate where all can achieve their highest aspirations in a safe and welcoming environment.

OUR GUIDING PRINCIPLES

The guiding principles of this plan are based on the university's strategic vision for 2018-2023:

- Embrace a culture of institutional improvement and assessment
- Collaborate and engage with faculty members, staff, students, alumni, and other stakeholders in our planning and implementation
- Empower all members of our community to speak honestly and openly
- Strive to create an inclusive environment for our students, faculty members, and staff
- Enhance and promote diversity and equity as fundamental values
- Engage our local, state, national, and global community as we redefine what it means to be the public safety division of a land-grant university in the 21st century

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN GOALS

This plan supports the following goals and sub-goals of the University of Illinois Urbana-Champaign 2018-2023 strategic plan, "The Next 150."

- Establish Illinois as the global leader in digital transformation at the service of society ("The Next 150," goal 1-D)
- Identify a path forward to respect diverse groups, develop education strategics to increase knowledge about different cultures, and create a campus that celebrates our diverse university and community (Goal 2-D)

» Conduct climate surveys at regular intervals and use the results to educate and improve the campus community (Goal 2-D, iii)

- Create a stucture and culture that facilitates and values long-term partnerships with external stakeholders through the development of a campuswide strategic plan on public engagement that includes both extension and nonextension activities (Goal 3-B)

    » Build a better network of cooperation among the many publicly engaged activities already occurring in the colleges, departments, research institutes, and public good entities, such as those activities focused on K-12 schools, veterans, and continuing education for lawyers, social workers, teachers, veterinarians, etc. (Goal 3-B, ii)

    » Establish principled, long-term partnerships in the public sector for areas where the research stands to benefit the public good through collaborative policymaking or other applications (Goal 3-B, iii)

- Reach out to all community stakeholders and partner with them to make our university and its surrounding region the leading innovation center and testbed for the technologies and services that will enable the safe, healthy and sustainable communities of the future (Goal 3-G)

    » Work closely with all community stakeholders to anticipate and research the opportunities and challenges association with making our community safe, inclusive, healthy, sustainable, and resilient to any major natural or manmade disruption, and to conceive, develop prototypes, and test the relevant policies, programs, and services (Goal 3-G, iii)

- Steward current resources and generate additional resources for strategic initiatives (Goal 4)

    » Implement and promote Operational Excellence @ Illinois, a campuswide initiative to streamline, innovate, reduce costs, improve services, and coordinate at all levels. (Goal 4-A)

    » Understand that the largest resource on campus is its employees and students while creating an inclusive and welcoming campus climate (Goal 4-D)

DIVISION OF PUBLIC SAFETY MISSION STATEMENT

Our mission is to promote a safe and secure campus environment where education, research and public service can flourish.

DIVISION OF PUBLIC SAFETY VISION STATEMENT

Our vision is to continue to be a leader in policing and public service to strengthen our position as an integral part of the university and community at-large.

CORE VALUES

Our core values are based on the ideal of community-based public safety:

JUSTICE

We are committed to the administration of law and order based on the constitutional idea of justice where every person will be treated with dignity and fairness. We value our duty in safeguarding constitutional rights in serving and protecting our community.

RESPECT

We value human life, safety, and dignity. We are firmly committed to treating all persons with the utmost respect, compassion, and concern. As a foundation of our Division, we embrace an attitude of respect, the protection of worth, dignity, and the rights of those we serve.

TRUST

We seek to enhance our community's confidence in us as public safety resource providers, and we value the community's feedback on everything that we do. We build this trust by cultivating genuine relationships with the people we serve and through our unwavering commitment to transparency.

INTEGRITY

We value candor, honesty, and ethical behavior in our members and the trust of our community, holding ourselves accountable to the highest degree.

INCLUSION

We seek opportunities to engage with individuals who have varied experiences, ideas and viewpoints, and we incorporate diverse perspectives into our philosophies as they make us stronger as an organization and as public servants.

STRATEGIC INITIATIVE 1: COMMUNITY ENGAGEMENT

DEFINITION

Community Engagement is the process of working collaboratively with community groups ie. students, staff, faculty, and a community at large to address problems that impact the well-being of those groups. It strives for to better engage the community to achieve long-term and sustainable outcomes, processes, relationships, discourse, decision-engagement, and/other implementation.

Community engagement from UIPD can inform community members about city/campus/police matters, help people understand how and why decisions are made, give people a voice in the community and direction of the department, and enlist help in shaping decisions. UIPD enlists a variety of avenues that citizens use for requests, inquiries, feedback, complaints, and input. This flow of information is most effective when it works both ways and there is a broad and diverse involvement with varying viewpoints and perspectives. Engagement methods that can easily be skewed by the efforts of special interest groups should be carefully evaluated or monitored, as results will not typically reflect the opinions of the overall community. Engagement efforts should not be expected to represent a "clear majority" as an official vote of the people.

COMMITMENT

The University of Illinois Police Department is committed to continuing to support our campus by providing a safe and positive environment for our students, staff, and visitors. We accomplish this by our steadfast devotion to maintaining long existing relationships as well as establishing new ones.

GOALS

MAINTAIN AN INFORMED PUBLIC.

Informing the public about police matters is a responsibility of UIPD. The public should have readily accessible information about processes, actions, events, and proceedings. When people in the community have a clear understanding of the facts regarding UIPD functions, intentions, and processes, they can more confidently and

efficiently interact with UIPD.

- Provide timely, accurate, helpful, and easily accessible information to the community via methods and platforms designed to reach a wide audience.
- Make it as easy as possible for students, staff, faculty, and the greater Urbana-Champaign community to communicate with UIPD.
- Facilitate increased interaction between officers.
- Educate the community members about how they can interact with the UIPD and provide easily accessible ways to be involved.

Success indicator
Enhanced knowledge of the community's understanding of our mission.

SEEK UNDERSTANDING OF COMMUNITY VIEWPOINTS.

Community engagement can be an exploration of diverse perspectives and a quest to understand the needs, desires, concerns, and ideas of the public. UIPD is committed to ensuring police actions and decisions are consistent with the community values and therefore should consult with or include the public to understand public perspectives ahead of specific projects, actions, or efforts.

- When appropriate or time permitting, consult with the community to understand the perspectives in visioning or planning for significant projects and/or initiatives.
- Use community engagement processes to strengthen department decision-making and actions through reinforced understanding of community needs.

Success indicator
Increase the department's understanding of the community we serve.

TAP INTO THE COLLECTIVE INTELLIGENCE OF THE COMMUNITY.

Community members have a wealth of ideas and information, involving them in helping to process through and evaluate issues or concerns can help the department make better decisions. Working with the community to develop solutions can produce highly imaginative and relevant results that might not have manifested otherwise.

- Consider involving citizens or community members in all phases of a project, including defining problems, visioning, exploring matters, evaluating and creating alternatives, and discovering remedies to a situation.
- Build capacity within UIPD to assess, plan for, and facilitate community involvement in processes. This could be accomplished through specific engagement guidelines as well as dedicated time, staffing and resources.

Success indicator
Increased positive interaction and engagement with the community.

ENSURE TRANSPARENCY IN DEPARTMENT DECISIONS, ACTIONS, AND DECISION-MAKING PROCESSES.

Transparency and trust are tightly intertwined concepts. When decision-making processes and reasoning are clearly outlined, explained, observed, and understood, people are better able to trust that a decision was best for the community at that specific time.

- Create a plan in place to proactively help the community understand how and why decisions were made.
- Create and maintain a space for officers to be informed and feel as if they are "in the know" to be able to

confidently reinforce the department's motives.

- Develop a comprehensive two-way communication strategy to listen, respond, and inform the community.
- Include the community in development and oversight of public safety functions.
- Increase standards and expectations of professional behavior.
- When law or policy prohibits the department from consulting and engaging with community members about processes, be proactive in explaining why.

Success indicator
Enhance community perception of the department and ensure that partnerships are mutually beneficial.

TRAIN BOTH SWORN AND NON-SWORN STAFF TO COMMUNICATE, COLLABORATE, AND ENGAGE WITH THE COMMUNITY EFFECTIVELY.

The foundation of excellent communication and engagement begins with effective internal communication across all functions of the Division of Public Safety.

- Ensure staff has a high level of competence related to effective internal communication, collaboration, conflict management, and respect.
- Encourage effective cross-departmental communication, learning, collaboration, and coordination.

Success indicator
Staff engaged in more outreach efforts including service projects, and campus events.

IMPROVE COLLABORATION, COMMUNICATION, AND COHESIVENESS WITHIN AND BETWEEN POLICE DEPARTMENTS AND OTHER FIRST RESPONDER UNITS.

We recognize that public safety on campus intertwined with public safety in the community, and that partnerships with neighboring first responder agencies — including other city and county police departments, fire, and emergency medical services — is critical to providing the best service and care to our students, faculty and staff.

- Provide resources, training, and mentorship to help staff effectively navigate public engagement process.
- Ensure staff who are doing community engagement work including COAST and Patrol Officers have a high level of competence related to effective communication, public process design, and meeting facilitation.

Success indicator
Implement Social Worker Academy and explore options for a Metro REACH unit.

STRATEGIC INITIATIVE 2: COMMUNITY OUTREACH AND SUPPORT TEAM

DEFINITION
The Community Outreach and Support Team (COAST) is a unit that is dedicated to relationship ideals. COAST furthers these goals by being an active part of our community in several ways. These include participation in dialogue with community, student, and faculty groups, creation of a local chapter of the Police Athletic/Activities League (PAL), creation of the REACH unit (Response, Evaluation, and Crisis Help) to improve police response to crisis situations and establishing the Comfort K9 unit. COAST is such an integral part of the Division's public outreach and engagement initiatives that it must be identified as a strategic initiative in this plan.

COMMITMENT
COAST is committed to fostering mutually beneficial relationships and a deeper understanding of our community

members and their needs. Additionally, COAST is committed to providing for the overall health and wellbeing of the campus community.

GOALS

IDENTIFY BREAKDOWNS AND DISCONNECTS WITHIN THE COMMUNITY AND HOW WE INTERACT AND ENGAGE WITH THE PEOPLE WHO WE SERVE.

Obtaining a clear understanding of the needs and wants of the community and taking an authentic interest is vital to the success of the Division of Public Safety to be able to engage successfully.

- Interact with the community in a thoughtful and positive way that will help gain the trust of the people we serve.
- Facilitate meet and greets with different groups throughout the community in order to build relationships.
- Create and implement community outreach programs meant to increase trust and transparency.
- Host meetings with community groups to better establish ourselves as members of the community, not observers of the community.
- Create and lead a PAL Board that will help the chapter to thrive and connect with the community.
- Continue to be a resource for student-athletes with mentoring programs like PAL that will help student-athletes become more immersed in the campus culture.
- Bring this gained knowledge back to the Division to enhance our service to the community.
- Resolve concerns presented to us by or observed in the community.

Success indicator
Increase attendance at outreach events. Increase PAL participation and interest from participants.

PROVIDE THE KNOWLEDGE AND SAFETY SKILLS THAT COMMUNITY MEMBERS CAN USE TO PROMOTE AND MAINTAIN A HEALTHY AND SAFE ENVIRONMENT.

Investing in the community's health and safety by educating how to protect oneself can help build a level of security needed to support the idea of a safe and welcoming environment.

- Host self-defense classes for the community.
- Make safety tips and tactics easily accessible to our community.
- Continue community education of public safety themes through Thursday Night trainings, presentations, and other means when available.

Success indicator
Increase presentation requests and engagement events.

SUPPORT STUDENT AND COMMUNITY EDUCATION AND DEVELOPMENT.

COAST should be flexible in learning as well as listening to what the community has to share through their observations and the conversations that are transpiring.

- Create ongoing education, prevention, and awareness campaigns.
- Develop department-wide student involvement strategy.
- Engage in academic educational opportunities.
- Engage in activities and programs including club sports and intercollegiate games and initiatives.

Success indicator

Increase in educational/crime prevention offerings and attendance at those events.

ENSURE SUCCESS AND SUSTAINABILITY OF MENTAL HEALTH AND SUBSTANCE ABUSE PROGRAMS AND SERVICES IN BOTH THE CAMPUS AND GREATER URBANA-CHAMPAIGN COMMUNITY.

Mental health needs are increasing on college campuses across the country, and ours is no exception. As the campus division responsible for public safety, it is imperative that we take a holistic approach to safety and ensure resources are available for our community members' total well-being.

- Reach 100% CIT certification for all sworn officers and advanced CIT training for Behavioral Health Detectives and Detectives.

- Establish the REACH concept for not only UIPD but also other law enforcement entities in the state.

- Partner with PTI to advance the Social Worker Academy to be an innovator in Police Social Worker teamwork.

Success indicators

Increase comfort K9 dog requests. Increase attendance at the Social Work Academy. Increase staffing of COAST to include Social Workers and student employees. Decrease in hospital transports for mental illness and decrease in multiple calls for service for the same individuals in crisis.

STRATEGIC INITIATIVE 3: COMMUNICATION

DEFINITION

Communication is the flow of information and dialogue between the police department and the community members it serves. As an organization responsible for the safety of our community, we recognize that timely and accurate communication of public safety issues empowers our community members to make the best decisions for themselves and the people they care about. Additionally, we recognize the potentially life-changing consequences of our enforcement actions on individuals within our community, which makes complete transparency and accountability of the utmost importance.

COMMITMENT

The Division of Public Safety is committed to the consistent, transparent, and timely transmittal of information about issues that affect the safety of the campus community and department decisions that affect how we serve our community members.

GOALS

CONTINUE TO MAKE COMMUNICATION OF EMERGENCIES AND SERIOUS CRIMES A PRIORITY BY DELIVERING CAMPUS SAFETY NOTICES AND ILLINI-ALERT MESSAGES IN A TIMELY AND EFFECTIVE MANNER.

The dissemination of information about criminal incidents and other public safety issues is a fundamental responsibility of the Division of Public Safety and a necessary function to empower community members to make informed decisions about their safety.

- Campus Safety Notices should be delivered with as much relevant information as possible within two hours of the report of a Clery-qualifying crime.

- Illini-Alert messages should be reserved for the most serious of incidents that require community members to

take personal protective actions. When used, Illini-Alerts must contain useful information about the incident and instructions for campus community members.

Success Indicator
Maintain compliance with the Clery Act and deliver Campus Safety Notices within two hours of being notified of a Clery-qualifying crime.

REDESIGN AND REORGANIZE THE UNIVERSITY POLICE WEBSITE TO MAKE IT EASY TO FIND INFORMATION THAT IS IN HIGH DEMAND.

The University Police website is a central location for campus community members to find information about the department and public safety information for our area.

- Continue to update the website regularly with timely and useful information.
- Reorganize the website to make high-traffic pages easier to find.
- Publish key information and data about department operations so that community members have a fuller picture of how the department functions.

Success indicator
Complete redesign of UIPD website; complete user survey to gauge effectiveness; and publish annual aggregate arrest statistics for public review.

PRIORITIZE LISTENING AND MAKE IT EASY FOR COMMUNITY MEMBERS TO OFFER COMMENTS OR FEEDBACK.

Maybe the most important part of communication is active listening. The department must provide easy-to-find avenues for community members to voice suggestions or concerns.

- Maintain an online feedback form so community members can provide feedback – anonymously, if desired.
- Regularly survey community members to develop a better understanding of what they care about most.

Success indicator
Create a web portal for users to view and provide feedback on UIPD policies

ENHANCE UIPD'S REPUTATION AS A LEADER IN CAMPUS POLICING.

The University of Illinois Police Department's reputation is directly connected to the university's reputation and the perceived level of safety on our campus.

- Leverage all digital media to communicate about the department's successes and achievements.
- Use creative techniques to amplify UIPD messages and differentiate our messages from those of our peers.

Success indicator
Increase citations and mentions in industry digital and written publications

IDENTIFY AND ENGAGE NEW STAKEHOLDER GROUPS IN DIVERSE COMMUNITIES TO ENSURE THAT THE CONTENT OF UIPD COMMUNICATIONS IS EFFECTIVE FOR ALL AUDIENCES.

Understanding our diverse audiences and communicating in different ways to reach those audiences is of critical importance to ensure that none of our campus community members are missing important public safety information.

- Work with stakeholders to identify audiences that we may have missed in the past.

- Identify new opportunities to engage with those audiences.
- Develop a better understanding of how a person's lived experience or background affects the way they receive information, and adapt our messages to reach those audiences in a way that is most effective for them.
- Incorporate accessibility and ADA compliance into all digital and non-digital communications.

Success indicator
Establish focus groups or a community perceptions survey to gauge UIPD's reputation and areas for improvement.

LEVERAGE CREATIVE AND ENGAGING SOCIAL MEDIA CONTENT TO COMMUNICATE PUBLIC SAFETY ISSUES ON AN ONGOING BASIS.

Social media are a powerful tool to quickly publish important and relevant content to college-aged community members.

- Continue to adapt and evolve new ways of informing the public about the Division of Public Safety
- Use social media to disseminate information about critical public safety issues

Success indicator
Increase subscriber/follower counts across all key social media and newsletter platforms by 10 percent.

CREATE NEW OPPORTUNITIES FOR IN-PERSON MEETINGS BETWEEN POLICE OFFICERS AND COMMUNITY MEMBERS.

Fostering positive, in-person experiences is a cornerstone of good communication and builds familiarity and a mutual trust between law enforcement and the community.

- Seek and create new programs, events and committees to introduce in-person, face-too-face interactions.
- Go to the students, faculty and staff members – as opposed to expecting them to come to us – by leveraging existing relationships to earn invitations into community spaces.

Success indicator
Increase in-person presentations and programming each year from 2022 to 2024

MAINTAIN COMPLIANCE WITH UNIVERSITY BRANDING STANDARDS AND SUPPORT THE UNIVERSITY'S OVERARCHING MARKETING AND COMMUNICATIONS GOALS.

Leveraging university marketing and branding tools elevates our ability to provide important public safety information and insight into department functions within a larger framework and support the university's goals.

- Maintain a position within the campuswide Chief Communications Officers group to stay up to date on university marketing efforts.
- Align UIPD's communications goals and branding standards with those of the community.

Success indicator
Monitor for changes in brand standards and apply updates to Division of Public Safety materials in a timely manner

STRATEGIC INITIATIVE 4: EMPLOYEE DEVELOPMENT

DEFINITION

Employee development encompasses all employees of the Division across all levels. It includes sworn, civilian, supervisor, and student. Employee development is an endeavor to encourage and assist employees reach their full career potential through training and education while removing any obstacles that might impede their success. Doing so enhances the quality of the public service we provide to our community.

COMMITMENT

The Division will maintain a professional and competent workforce whose values reflect the community it serves and whose members are motivated by a passion for public service and community safety — beginning with the recruitment and hiring process and continuing through training, promotions, and retirement.

GOALS

PROVIDE MENTORSHIP AND COACHING ACROSS ALL LEVELS AND POSITIONS WITHIN THE DEPARTMENT.

Creating a supportive, team-oriented atmosphere creates a more positive climate with fewer obstacles to providing a high level of community service.

- Develop a formalized mentor program that includes training for both mentors and mentees.
- Encourage regular check-ins between supervisors and those whom they supervise where employee successes can be highlighted and reinforced.

Success Indicator
Assign a mentor to every new employee who comes onboard during this plan period

INCORPORATE FORMAL SUCCESSION PLANNING TO ENSURE THAT EMPLOYEES ARE PREPARED TO ADVANCE TO THE NEXT LEVEL.

The Division must build a solid foundation for future success. Public safety is a 24/7 commitment, so advancing our own staff into new positions must be seamless and successful.

- Provide entry-level employees with new experiences and responsibilities — like field training positions or serving on committees — from which to learn new skills.
- Learn from current staff about their ambitions or future plans, and make training opportunities available to prepare them for those next steps.
- Develop comprehensive orientations for new supervisors at all levels.

Success Indicator
Increase staff-oriented leadership training

PROVIDE EMPLOYEES WITH TRAINING TO ENHANCE AND IMPROVE THE SKILLS NEEDED FOR THEIR ROLE AND TO PREPARE THEM FOR FUTURE ROLES.

Maintaining a professional and competent workforce – particularly for police officers – is essential to meeting community expectations and for protecting the community from harm.

- Identify performance deficiencies and provide constructive feedback and training to address those deficiencies with attention to employee safety and community needs.

- Provide training in leadership and supervision before they take on supervisory positions.
- Convene a training committee to assess the training needs of the department and how best to meet those needs.
- Develop a training plan that stipulates how training will be applied and the required training for each role within the department.

Success Indicator
Convene training committee by March 31, 2022, to begin work on a training plan

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FOSTER A STRONG AND HEALTHY ORGANIZATIONAL CULTURE OF INCLUSION TO PAVE THE WAY FOR EMPLOYEE LEARNING AND DEVELOPMENT.

Incorporating a diverse set of ideas and perspectives makes us stronger as individuals, as an organization, and as a community.

- Continue to meet benchmarks as set forth in the 30x30 commitment to hire and support female police officers.
- Through the actions and examples set by those in leadership positions, create a culture where it is understood that there is zero-tolerance for discrimination and harassment.
- Assign a diversity officer to develop training and protocols to foster a positive workplace culture.

Success Indicator
Complete Diversity, Equity and Inclusion Plan by June 30, 2022, and begin to implement its provisions

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DEVELOP A STRONG RECRUITING EFFORT TO ATTRACT QUALIFIED APPLICANTS WITH AN INTEREST IN SERVING OUR COMMUNITY WHILE EMBRACING THE DEPARTMENT'S VISION AND MISSION.

Our people are the organization's most valuable asset. Only by finding the best-qualified candidates who are motivated to serve our community can we achieve our Division's mission.

- Incorporate new and creative marketing techniques to reach greater numbers of job candidates.
- Target recruiting practices to ensure we are reaching historically underrepresented demographics.
- Convene a recruiting committee to incorporate the perspectives of people who have recently gone through the hiring process to learn about deficiencies and potential areas for improvement.

Success Indicator
Increase number of job applicants, particularly in communities where previous recruiting efforts have not been as strong.

STRATEGIC INITIATIVE 5: SAFE CAMPUS ENVIRONMENT

DEFINITION
A safe campus environment is the product of the collaborative effort of all stakeholders by increasing tangible, physical safety and community confidence in the Division of Public Safety's ability to respond in a just and professional manner.

COMMITMENT
The Division of Public Safety is committed to fostering a safe campus environment by coordinating the response of all

bureaus through a community-based planning and deployment approach. The Division of Public Safety will continue to take a leading role in the coordination of law enforcement and safety response through the Campustown area and greater Urbana/Champaign communities. UIPD will empower the campus community to build organic safety solutions and encourage participation in department response.

GOALS

ENSURE COVERAGE THAT PROVIDES THAT CALLS FOR SERVICE ARE IMMEDIATELY AND PROFESSIONALLY ANSWERED

Prompt and satisfactory emergency response is a core function of the Division of Public Safety and staffing must provide for this function.

- Assess and achieve appropriate sworn staffing levels
- Increase visibility of officers during peak hours in high crime locations
- Deploy sworn officers in various roles and transportation when necessary
- Lower crime rate

Success indicator
Complete a staffing study and implement recommendations by December 31, 2024.

ENHANCE LAYERS OF SAFETY FOR A FOCUSED, PREVENTATIVE STRATEGY TO CRIME REDUCTION.

Crime manifests in various ways and not all types of response to crime require a sworn law enforcement presence. The Division of Public Safety will find the best safety function to foster a safe environment.

- Enhance non-sworn security staffing in areas of criminal opportunity
- Partner with campus units for placement and monitoring of security cameras
- Strengthen Student Patrol program to provide courtesy service for quality-of-life complaints (noise issues and other environmental disturbances)
- Implement Behavioral Health Detective Program with Advanced Crisis Intervention training for expert, available resource in mental health emergencies

Success indicator
Expand non-sworn security staffing and program

DEFINE THE SAFE CAMPUS ENVIRONMENT THROUGH PARTNERSHIP WITH THE COMMUNITY.

Safety can mean many things to many people, from emergency response coordination to timely warnings of activity in the campus area. The Division of Public Safety will continually earn the confidence of the community in our ability to provide for physical safety and respond to needs with creative solutions. These conversations start at the most important level, knowing the officers serving you.

- Engage with the community to understand safety concerns and plan for responses together
- Identify highest incidence of crime locations and create partnerships to mitigate those concerns through creative solutions
- Schedule regular forums and meetings to continue conversations with community members to help develop policy and programming
- Institute the Take30 Program where Officers informally meet with community members for 30 minutes each day.

Success indicator
Increased participation in problem solving and community engagement at the personal level through the Take30 Program

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PROVIDE PROFESSIONAL POLICE SERVICE THAT THE COMMUNITY DESERVES.

Professional police service in the 21st century is needed to address complex problems. The Division of Public Safety considers itself a leader of local law enforcement response for area agencies and drives for a professional response with our partner agencies. Sworn officers are held to the highest standards of professionalism and the application of procedural justice which affirms the value of all.

- Employ evidence-based policing strategies
- Identify and ensure the use of "least harm" solutions for minor infractions
- Enhance the Co-Responder Model to mental health emergencies
- Identify traffic concerns and address high vehicle accident corridors
- Implement procedural and best practice recommendations required in P.A 101-0652 (SAFE-T Act)

Success indicator
Integrate "least harm" strategies into training programs and directives

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EMPOWER COMMUNITY RESPONSE THROUGH TRAINING AND COLLABORATION.

Responding to and mitigating criminal activity is a shared process. The Division of Public Safety partners with area agencies and on a personal level with our community to enhance confidence and safety.

- Coordinate safety initiatives with campus partners such as Illini Emergency Medical Services, Illinois Fire Service Institute, Champaign-Urbana Mass Transit District, and local law enforcement agencies
- Offer personal protective strategies courses on an on-going basis
- Lead local law enforcement efforts in the Campustown area and partner with agencies to provide service to campus community members

Success indicator
Increase offering for personal protective strategies courses on an on-going basis

STRATEGIC INITIATIVE 6: TECHNOLOGY

DEFINITION

The point of technology is to make our jobs easier, as such the Division of Public Safety will use technology to maximize accuracy, timeliness, and efficiency for all our operations.

COMMITMENT

The Division of Public Safety will take a business and data driven approach to technology decisions that deliver systems focused on privacy and transparency. All systems will be run with an emphasis on security and other industry best practices.

GOALS

EVALUATE AND DEPLOY TECHNOLOGY SOLUTIONS IN LINE WITH THE NEEDS OF ALL STRATEGIC INITIATIVES.

It is important for technology to be a resource for all Division staff members and that it be used as a tool for the success of the Division.

- Collaborate with other Division teams early in their processes to make sure needs are met.
- Seek effective, secure, timely and cost-effective solutions.

Success Indicator

Maintain all information technology systems in accordance with current industry best practices. Deliver clear and effective maps and reports on crime patterns and trends

COMPLETE THE TRANSITION TO THE NEW TYLER CAD AND REPORT WRITING SYSTEM IN CONJUNCTION WITH ALL OTHER AGENCIES IN CHAMPAIGN COUNTY.

The previous records management system became obsolete. Working with county partners to ensure an integrated, supported records management system is essential to public safety operations in our area.

- Continue to support the computer-aided dispatch system already deployed and manage issues as they arise.
- Successfully convert old reports into the new report writing system.

Success Indicator

Full conversion to Tyler system by December 31, 2024

DELIVER A COMPREHENSIVE, IF NOT FULLY INTEGRATED, CAMERA SOLUTION FROM BODY WORN, VEHICLE, INTERVIEW, SECURITY, AND EXTERNAL FEEDS.

Cameras are an effective tool both for investigatory purposed and public transparency. Ensuring the effectiveness of these tools is critical.

- Evaluate the current state of body-worn camera market and determine short-term and long-term solutions for body worn cameras.
- Evaluate mobile cameras for deployment at athletics, music and other special events in locations where permanent security cameras are not currently available.

Success Indicator

Full compliance with state laws on body-worn cameras. Determine viability of mobile security cameras by December 31, 2021.

UPGRADE THE EMERGENCY OPERATIONS CENTER AS NEEDED IN LINE WITH CURRENT BEST PRACTICES.

The emergency operations center is a crucial meeting point for public safety agencies in Champaign County and must be maintained to meet current and future needs in line with best practices.

- Evaluate needs to coordinate a successful response to all planned or unexpected incidents.
- Incorporate any technology to meet those needs.
- Seek out grant funding to financially support upgrades.

Success Indicator

Complete evaluation of technology needs and costs by December 31, 2022

ENSURE ALL DEPARTMENT TECHNOLOGY RESOURCES CAN MEET CURRENT BUSINESS NEEDS.

Technology is the backbone of all organizational efforts and must be maintained to meet Division and community expectations.

- Continue open communication and collaboration with all internal groups to assess needs and develop viable solutions.

Success Indicator

Minimal response time from problem notification to solution delivery

STRATEGIC INITIATIVE 7: RESILIENCE

DEFINITION

Resilience is the university's ability to continually adapt to a changing environment while still maintaining university operations to continue delivering on our mission of research, teaching, and public engagement. It encompasses all aspects of emergency management and continuity planning.

COMMITMENT

The Division of Public Safety will continue to provide resources to promote the health and life safety of the university community and the ongoing operations of the university through the continuing cycle of planning, testing, preventing, mitigating, response, and recovery.

GOALS

DEVELOP AND MAINTAIN STRONG LEADERSHIP AND A CULTURE WHICH GIVES US THE ABILITY TO STAY AWARE, TO STAY ENGAGED, TO ADAPT, AND TO MAKE GOOD DECISIONS.

Anticipating and planning for threats is the best way to maintain a stance of vigilance and readiness to protect community members.

- Ensure open lines of communication with all internal and external stakeholders.
- Maintain an updated Campus Emergency Operations Plan, Building Emergency Action Plans, Campus Violence Prevention Plan, Demonstration Response Plan and the campuswide Business Continuity Plan.

Success Indicator

All plans updated at least annually; incorporate major changes immediately when necessary

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ENGAGE WITH PARTNERS AND MAINTAIN RELATIONSHIPS ACROSS THE UNIVERSITY, CITIES, COUNTY, AND STATE TO HELP US USE ASSETS COLLABORATIVELY AND EFFICIENTLY; AND ENHANCE MITIGATION BY DEVELOPING AND LEVERAGING TECHNOLOGY, PARTNERSHIPS, GRANT FUNDING, AND POLICY.

Partnerships are crucial to ensuring the availability of resources in large-scale disasters or other incidents. Maintaining those relationship ahead of an incident is critical.

- Regularly engage partners in meetings both scheduled an ad hoc as needs arise.

- Make university resources available to partners on an as-needed basis.

Success Indicator

Maintain ability for university operations to continue, even in times of crisis. Annual joint Clery exercise successfully completed.

DEVELOP AND MAINTAIN ADAPTABILITY WHICH REQUIRES ACTIVE PLANNING, PROACTIVE THINKING, AND INNOVATIVE PROBLEM-SOLVING.

Identifying issues unique to the university – like research, hazardous materials, and academic activities – helps us to better anticipate and understand the needs of the organization in times of crisis.

- Maintain open lines of communication with university stakeholders
- Identify creative solutions to the unique needs of individual departments and divisions

Success Indicator

Minimize disruptions to university activities in times of pandemic, disaster or manmade crises

PROMOTE A SAFE ENVIRONMENT MINIMIZING ALL THREATS, HAZARDS, AND INCIDENTS.

By understanding the nature of external threats – such as severe weather, manmade crisis or biological inevitabilities – we can prepare mitigation strategies to lessen their impacts.

- Work with external emergency managers, like the Champaign County Emergency Management Agency and Illinois Emergency Management Agency, to develop a Hazard Identification Risk Assessment (HIRA).
- Develop mitigation strategies to address problems identified through the HIRA.
- Work with university stakeholders to mitigate threats specific to their departments or units.

Success Indicator

Update HIRA every five years and communicate with stakeholders about identified threats

DEVELOP AND MAINTAIN A COMPREHENSIVE RECOVERY SYSTEM THAT BUILDS A SAFER COMMUNITY THAN BEFORE THE INCIDENT.

After a disaster, we want our community to be stronger than ever before. We do this by planning, but also by conducting an honest and open review of all actions taken based on the information known at the time of the disaster and what we learn through the response.

- Complete timely after-action reports to determine successes and areas for improvement after a crisis.
- Develop new policies and procedures to emphasize our strengths and enhance areas that were identified as potential weaknesses in our recovery efforts.

Success Indicator

Complete timely after-action reports following all EOC activations.

University of Illinois
Division of Public Safety
Organizational Chart
September 2023

Alice Cary
Executive Director of Public Safety & Chief of Police

Nikki Hodge
Assistant to the Executive Director of Public Safety & Chief of Police

Beth Niswonger
Business Operations Specialist

Student Workers

Joseph McCullough
Deputy Chief

Matthew Ballinger
Deputy Chief

Brian Brauer
Executive Director of Emergency Management

Pat Wade
Chief of Staff & Senior Director of Strategic Communications

Barb Robbins
Assistant Chief

Timothy Hetrick
Assistant Chief

T'Chana Harden
Assistant Director of Business Operations

Jason Heimbaugh
Emergency Operations

Sherry Wooten
Planning & Exercises

Stephanie Vogelsang
Protection of Minors

Jason Madden
Building Emergency Action Plans

Kate Kaput
Clery Compliance Coordinator

James Carter
Detective Bureau Lieutenant

Laurie Tison
Administrative Lieutenant

Gregory Snipes
Security Guard Supervisor

Robert Benoit
Patrol Lieutenant

Jason Bradley
Patrol Lieutenant

Nate Park
Patrol Lieutenant

Rachael Ahart
COAST / REACH Lieutenant

Rim Hamwi
Accounting and Operations Specialist

Student Workers

Grant Briggs
Detective Bureau Sergeant

Corey Plotner
IT Supervisor

Kristy Mecum
TC Supervisor

James Green
Jeffrey Schroeder
Ronald Vlach
Tavion Whitaker-Lyons
Campus Security Officers

Michelle Schroeder
Michael Unander
1st Shift Patrol Sergeants

Ty Ledbetter
Kaleb Schroeder
2nd Shift Patrol Sergeants

Nicholas Perrine
Eric Stiverson
3rd Shift Patrol Sergeants

Megan Cambron
Crisis Outreach Coordinator

Rob Murphy
COAST / REACH Sergeant

Vicki Strom
Extra Help

Mo Alsaqri
Ryan Lepp
Michelle Kaeding
Kyle Krickovich
Chris Williams
Detectives

Gregor Vacketta
IT

Corey Brooks
Elena Brown
Kenny Costa
Jonathon Koshinski
Keith Krickovich
Daniel Kunde
Megan Likens
Sam Smith
Tyson Snyder
Telecommunicators

Alfredo Santos
Security Guard Supervisor

1st Shift Police Officers

2nd Shift Police Officers

3rd Shift Police Officers

Amanda Goodwin
Rebecca Rowe
Jessica Wilson
Crisis Counselor

Tara Hurless
COAST Detective

Student Worker

James Clark
Training

Brittany Lutz
Records Coordinator

Mark Batha
Riccardo Bell
Kyle Bletscher
Brett Doney
Joseph Dreher
Ryan Owen
Daryl Pearson
Security Guards

4th Shift Police Officers

Rebecca Lauder
RAD

Dementro Powell
Director of Community Development & Engagement

Jim Scheel
Street Crimes Task Force

David Coffey
Rebecca Lauher
George Sandwick
Distribution Clerks
Extra Help

Ed Kavanaugh
FOIA & Expungements
Extra Help

Student Patrol Officers

Ryan Johnson
Security Technology & Cameras

Melissa Haynes
Lucy Melero
Data Analysts
Extra Help

Student Worker

Ofc. Beckman	Ofc. Helms	Ofc. Osterholt
Ofc. Bishop	Ofc. Hesselmann	Ofc. Ping
Ofc. Broadnax	Ofc. Hoskins	Ofc. Pulkrabeck
Ofc. Cassidy	Ofc. Jones	Ofc. Risinger
Ofc. Chew	Ofc. Keegan	Ofc. Rogowitz
Ofc. Crane	Ofc. Krickovich	Ofc. Seaver
Ofc. Donnelly	Ofc. Leake	Ofc. Scheel
Ofc. Ewerks	Ofc. Lewis	Ofc. Short
Ofc. Ezell	Ofc. Logsdon	Ofc. Snow
Ofc. Fisher	Ofc. Marcotte	BHD. Tran
Ofc. Fowkes	Ofc. Martin	Ofc. Truex
Ofc. Garcia	Ofc. McCartney	Ofc. White
Ofc. Germany	Ofc. Milinkovic	Ofc. C. Williams
Ofc. H. Harrison	Ofc. Mitchell	Ofc. C. Wright
Ofc. M. Harrison	BHD. Mitrou	Ofc. J. Wright

Appendix A

This matrix is a quick-reference guide to the goals and success indicators included in this plan. It will be updated throughout the duration of this plan as tasks are completed or new issues arise.

Strategic Initiative 1: Community Engagement

Goals	Success measures	Deadline	Completed?	Notes
Maintain an informed public.	Enhanced knowledge of the community's understanding of our mission.	12/31/2024	In progress	DPS has increased its educational events in the 2021 to 2022 time period.
Seek understanding of community viewpoints.	Increase the department's understanding of the community we serve.	12/31/2024	In progress	
Tap into the collective intelligence of the community.	Increased positive interaction and engagement with the community.	12/31/2024	In progress	Efforts to formalize the Police Activities League (PAL) program are under way.
Ensure transparency in department decisions, actions, and decision-making processes.	Enhance community perception of the department and ensure that partnerships are mutually beneficial.	12/31/2024	In progress	
Train both sworn and non-sworn staff to communicate, collaborate, and engage with the community effectively.	Staff engaged in more outreach efforts including service projects, and campus events.	12/31/2024	In progress	
Improve collaboration, communication, and cohesiveness within and between police departments and other first responder units.	Implement Social Worker Academy and explore options for a Metro REACH unit.	12/31/2024	Completed	Social Worker Academy has been implemented and convened twice in 2021-2022. Efforts to increase attendance are under way. Metro REACH unit has been explored but determined not feasible at this time.

Strategic Initiative 2: Community Outreach and Support Team

Goals	Success measures	Deadline	Completed?	Notes
	Increase attendance at outreach events.	12/31/2024	In progress	

Goals	Success measures	Deadline	Completed?	Notes
Identify breakdowns and disconnects within the community and how we interact and engage with the people who we serve.	Increase PAL participation and interest from athletes.	12/31/2024	Completed	PAL mentoring grant acquired. PAL program developed and implemented. Will continue to evaluate as program evolves.
Provide the knowledge and safety skills that community members can use to promote and maintain a healthy and safe environment.	Increase presentation requests and engagement events.	12/31/2024	In progress	
Support student and community education and development.	Increase in educational/crime prevention offerings and attendance at those events.	12/31/2024	Completed	Significant year-by-year increases in events and attendance.
	Increase comfort K9 dog requests.	12/31/2024	Completed	Comfort K9 requests have increased. Will continue to promote the program during the remainder of this plan period.
	Increase attendance at the Social Work Academy.	12/31/2024	In progress	The second Social Worker Academy had a higher attendance than the first. Will continue to promote the academy.
Ensure success and sustainability of mental health and substance abuse programs and services in both the campus and greater Urbana-Champaign community.	Increase staffing of COAST to include Social Workers and student employees.	12/31/2024	Completed	Hired additional Crisis Responder and MSW intern in 2023.
	Decrease in hospital transports for mental illness and decrease in multiple calls for service for the same individuals in crisis.	12/31/2024	In progress	Data collection under way.

Strategic Initiative 3: Communication

Goals	Success measures	Deadline	Completed?	Notes
Continue to make communication of emergencies and serious crimes a priority by delivering Campus Safety Notices and Illini-Alert messages in a timely and	Maintain compliance with the Clery Act and deliver Campus Safety Notices within two hours of being notified of a Clery-qualifying crime	12/31/2024	Ongoing	This is ongoing, and we have been successful so far.
	Complete redesign of UIPD website	6/30/2022	Completed	Website redesign/reorganization completed in September 2022. Ongoing updates.

Goals	Success measures	Deadline	Completed?	Notes
	Complete user survey to gauge effectiveness	12/31/2022	Pending	
Redesign and reorganize the University Police website to make it easy to find information that is in high demand.	Publish annual aggregate arrest statistics for public review	12/31/2021	Completed	Will update annually.
Prioritize listening and make it easy for community members to offer comments or feedback.	Create a web portal for users to view and provide feedback on UIPD policies	6/30/2022	Completed	Policy manual is posted and will be updated regularly. Feedback can be provided through the UIPD website.
Enhance UIPD's reputation as a leader in campus policing.	Increase citations and mentions in industry digital and written publications	12/31/2024	Ongoing	Ongoing. Successful so far with placements in several industry magazines.
Identify and engage new stakeholder groups in diverse communities to ensure that the content of UIPD communications is effective for all audiences.	Establish focus groups or a community perceptions survey to gauge UIPD's reputation and areas for improvement	12/31/2024	Pending	Surveying options have been explored, but nothing being pursued at this time. Waiting for additional options potentially through Tyler RMS.
Leverage creative and engaging social media content to communicate public safety issues on an ongoing basis.	Increase subscriber/follower counts across all key social media and newsletter platforms by 10 percent.	12/31/2024	In progress	Dramatic changes in the social media environment have taken place since this priority was established. Currently switching focus from Facebook and Twitter to Instagram/Tik Tok to adapt to the evolving environment. It is unlikely that Twitter follower goals will be met by 2024.
Maintain compliance with university branding standards and support the university's overarching marketing and communications goals.	Monitor for changes in brand standards and apply updates to Division of Public Safety materials in a timely manner	12/31/2024	Ongoing	Currently in compliance with brand standards.

Strategic Initiative 4: Employee Development

Goals	Success measures	Deadline	Completed?	Notes
Provide mentorship and coaching across all levels and positions within the department.	Assign a mentor to every new employee who comes onboard during this plan period	12/31/2024	In progress	Currently police officers are assigned mentors. Plans for similar non-sworn program in the works.
Incorporate formal succession planning to ensure that employees are prepared to advance to the next level.	Increase staff-oriented leadership training	12/31/2024	In progress	Staff-oriented leadership training has increased. Division will continue this program and maintain succession planning.

Goals	Success measures	Deadline	Completed?	Notes
Provide employees with training to enhance and improve the skills needed for their role and to prepare them for future roles.	Convene training committee to begin work on a training plan	3/31/2022	In progress	Training committee has been convened and planning process is under way.
Foster a strong and healthy organizational culture of inclusion to pave the way for employee learning and development.	Complete Diversity, Equity and Inclusion Plan and begin to implement its provisions	6/30/2022	In progress	Initial draft of DEI plan is under review. Division is actively participating in 30x30 initiative.
Develop a strong recruiting effort to attract qualified applicants with an interest in serving our community while embracing the department's vision and mission.	Increase number of job applicants, particularly in communities where previous recruiting efforts have not been as strong.	12/31/2024	In progress	Recruiting committee has been convened and is working to increase recruitment activities.

Strategic Initiative 5: Safe Campus Environment

Goals	Success measures	Deadline	Completed?	Notes
Ensure coverage that provides that calls for service are immediately and professionally answered	Complete a staffing study and implement recommendations	12/31/2024	In progress	11 new police officer positions staffed since 1/1/2022 with growth anticipated to continue in FY23 and FY24
Enhance layers of safety for a focused, preventative strategy to crime reduction.	Expand non-sworn security staffing and program	12/31/2024	Completed	Four Community Service Officers have been trained and are serving a support role to patrol operations on campus. This program will be monitored and potentially expanded.
Define the safe campus environment through partnership with the community.	Increased participation in problem solving and community engagement at the personal level through the Take30 Program	12/31/2024	In progress	Over 340 documented community interactions April 2022 to January 2023, not including formal presentations. Partnership and contact with more than 150 privately-held apartment buildings and local businesses in our expanded Campustown jurisdiction
Provide professional police service that the community deserves.	Integrate "least harm" strategies into training programs and directives	12/31/2024	Completed	Updated policies have been issued in concert with Lexipol Knowledge Management, ILEAP, and industry best practices. Training continues each year to meet ILETSB standards with annual Crisis Intervention updates and training in Use of Force and de-escalation.
Empower community response through training and collaboration.	Increase offering for personal protective strategies courses on an ongoing basis	12/31/2024	In progress	Courses offered in Spring 2023 with 12 hours of coursework taking place over four weeks. Offerings will continue each semester.

Strategic Initiative 6: Technology

Goals	Success measures	Deadline	Completed?	Notes

Goals	Success measures	Deadline	Completed?	Notes
	Maintain all information technology systems in accordance with current industry best practices	12/31/2024	In progress	
Evaluate and deploy technology solutions in line with the needs of all strategic initiatives.	Deliver clear and effective maps and reports on crime patterns and trends	12/31/2024	In progress	
Complete the transition to the new Tyler CAD and report writing system in conjunction with all other agencies in Champaign County.	Full conversion to Tyler system	12/31/2024	In progress	
	Full compliance with state laws on body-worn cameras	12/31/2024	In progress	
Deliver a comprehensive, if not fully integrated, camera solution from body worn, vehicle, interview, security, and external feeds.	Determine viability of mobile security cameras	3/31/2022	In progress	
Upgrade the Emergency Operations Center as needed in line with current best practices.	Complete evaluation of technology needs and costs	12/31/2022	In progress	
Ensure all department technology resources can meet current business needs.	Minimal response time from problem notification to solution delivery	12/31/2024	In progress	

Strategic Initiative 7: Resilience				
Goals	**Success measures**	**Deadline**	**Completed?**	**Notes**
Develop and maintain strong leadership and a culture which gives us the ability to stay aware, to stay engaged, to adapt, and to make good decisions.	All plans updated at least annually; incorporate major changes immediately when necessary	12/31/2024	In progress	Annual updates have been completed for 2022. Will continue annual updates during the remained of this strategic plan period.

Engage with partners and maintain relationships across the university, cities, county, and state to help us use assets collaboratively and efficiently; and enhance mitigation by developing and leveraging technology, partnerships, grant funding, and policy.	Maintain ability for university operations to continue, even in times of crisis	12/31/2024	In progress	Ongoing effort.
	Annual joint Clery exercise successfully completed	12/31/2024	In progress	2022 Clery excerise conducted in September 2022. AAR shared with campus EOC for review Feb 2023.
Develop and maintain adaptability which requires active planning, proactive thinking, and innovative problem-solving.	Minimize disruptions to university activities in times of pandemic, disaster or manmade crises	12/31/2024	In progress	Ongoing effort. Using newly-established partial command post at the Provine House to monitor events on campus that would not have had planning or oversight in the past.
Promote a safe environment minimizing all threats, hazards, and incidents.	Update HIRA every five years and communicate with stakeholders about identified threats	12/31/2024	In progress	HIRA updated to focus on human threats in addition to natural disasters and emergencies. Incorporated FBI and DOJ information into HIRA document.
Develop and maintain a comprehensive recovery system that builds a safer community than before the incident.	Complete timely after-action reports following all EOC activations	12/31/2024	In progress	Updated all campus business continuity and the university BCP in late 22/early 23.