

Division of Infrastructure, Office of Public Safety & Security (OPSS):

Long term focus which supports the University of Idaho Strategic Plan:

Two major goals of the University of Idaho are to cultivate an inclusive, diverse community of students, faculty and staff and improve cohesion and morale (Goal 4), and to increase the educational impact via providing educational experiences that improve lives (Goal 3). The Office of Public Safety and Security (OPSS) supports these goals by nurturing an institutional environment where safety and security are paramount. We will support these goals through several long-term projects which have been undertaken by our office to facilitate improved communications and safety in support of the university's Strategic Plan. OPSS has developed five main cultures that will guide our work through 2025. These five cultures are a culture of collaborative risk, a culture of emergency preparedness, a culture of security, a culture of compliance and the overall culture of safety.

The OPSS has four major subunits: Environmental Health and Safety (EHS), Emergency Management and Security Systems (EMSS), Campus Security (CS), and the Office of Risk Management (ORM).

Culture of Risk Management: ORM fosters many programs and tactics related to improvements in transactional and collaborative risk, including insurance management, workers compensation and compliance oversight. These tactics make the University of Idaho a more attractive place to work by building personal and organizational resilience. This culture maps to **Goal 4, Objective B: Enhance the University of Idaho's ability to compete for and retain outstanding scholars and skilled staff** and **Goal 4, Objective C: Improve efficiency, transparency and communication.**

Culture of Emergency Preparedness: EMSS has designed several initiatives that will focus on improved efficiency in overall university safety and security communications. The first of these initiatives is to migrate all current security camera systems to a centralized server for consistent monitoring and a unified review process of the recorded footage. Second, EMSS is working to enhance the security of the university's access control systems so a consistent access plan can be created. During Waypoint 1, EMSS will create the infrastructure and procedures necessary for these two initiatives to provide a safe and secure environment for students, faculty, and staff. Additionally, EMSS will complete a multi-jurisdictional Emergency Response Plan which will help promote safety and inter-agency communications during incidents of local significance. Over the next nine years, we will work to increase the university community opt-

in rate for the emergency notification system. This culture maps to **Goal 4, Objective C: Improve efficiency, transparency and communication.**

Culture of Security: The friendly culture of CS community patrolling and engaged security team brings a positive influence to the experience of everyone living and working on the university campus. Over the next nine years, CS will maximize their customer service effectiveness through continuous improvements, communication, and training. This culture maps to **Goal 4, Objective C: Improve efficiency, transparency and communication.**

Culture of Compliance: Higher education has been a highly dynamic, rapidly changing compliance environment. To maintain uninterrupted institution-wide daily activities, EHS will strive over the next nine years to maintain a positive record in mandatory compliance on local, state and federal levels. EHS will maintain regular communication and implement programs and initiatives to increase awareness and plan for any necessary significant culture shifts to maintain compliance. This culture maps to **Goal 4, Objective C: Improve efficiency, transparency and communication.**

Culture of Safety: The safety and well-being of the university community is our main priority. Over the next nine years, EHS will increase safety communications with the rest of the university campus and branch campus units and improve awareness of our services. Much of this effort will be directed at presenting and clarifying the attributes of an effective and efficient safety culture, reinforced through engagement of the university community in establishing unit safety programs. Particular emphasis will be directed at improving existing programs and mandatory training and implementing new programs to enhance the University of Idaho's ability to attract and retain outstanding scholars and skilled staff. EHS will focus its services and preventative programs on a customer-driven orientation that will contribute to lowering injury rates and injury severity, improving efficiency and reducing costs. This culture maps to **Goal 3, Objective C: Create an inclusive learning environment that encourages students to take an active role in their student experience, Goal 4, Objective B: Enhance the University of Idaho's ability to compete for and retain outstanding scholars and skilled staff, and Goal 4, Objective C: Improve efficiency, transparency and communication.**

With the university planning to increase expenditures targeting highest quality research, EHS will provide the highest quality laboratory safety services including hazardous waste disposal. EHS will support this strategic objective with laboratory safety training and programs, and will manage the increased quantity of generated waste over the next nine years by following appropriate management and disposal procedures. These efforts map to **Goal 1, Objective A: Build a culture of collaboration that increases scholarly and creative productivity through interdisciplinary, regional, national and global partnerships.**

As we progress to Waypoint 3, OPSS will begin to support the university's third goal of transforming students through educational experience by providing student internship and employment opportunities. The business community has indicated a desire for new graduates to enter the workforce with an ingrained safety consciousness and security awareness. OPSS will satisfy this desire by promoting a culture that includes safety as an integral function of education and job duty and security as a unique basic tool for mitigating risk. **Goal 3, Objective A: Provide greater access to educational opportunities to meet the evolving needs of society.**

Mapping and assessing long-term activities with respect to the strategic plan goals and priority institutional metrics (page 6 of university strategic plan):

University Strategic Goal	Focus for unit? (Y or N)	Unit's high priority activities to support and advance this goal	Corresponding measure of success (metrics and / or milestones)
Innovate (especially terminal degrees)	Y	Culture of Safety	Focused project milestones and metrics
Engage (especially Go-on rates)	N		
Transform (especially Enrollment and Retention)	Y	Culture of Safety	Focused project milestones and metrics
Cultivate (especially Work Environment and Inclusivity)	Y	Culture of Risk Management Culture of Emergency Preparedness Culture of Security Culture of Compliance Culture of Safety	Focused project milestones and metrics Focused project milestones and metrics Focused project milestones and metrics Focused project milestones and metrics Focused project milestones and metrics

Waypoint 1 goal(s) and objective(s), and tactics (short narrative description):

A. Culture of Risk Management

1. Transactional Risk: Review, improve and document UI risk processes.

Revision and improvements in transactional risk management support **Goal 3 (transform), Objective C (improve efficiency, transparency and communication)**. Insurance and risk administration improvements support efficient business processes and the ability of our employees to negotiate business in the best interests of the organization. Finalizing this tactic will provide internal stability, consistent and improved services to clients and future unit continuity. ORM will document risk processes through written internal procedures and will create an annual “Calendar of Work.” (Milestones and completion by end of waypoint 1, and Metric – number of processes documented).

2. Collaborative Risk: Improve Workers Compensation Program

Improvements in collaborative/enterprise risk management support **Goal 3 (transform), Objective B (improving the university’s ability to compete for and retain scholars and staff)**. Collaborative risk focuses on university-wide approaches to common risks. To protect the Workers Compensation Program as a benefit for our employees, ORM will provide oversight for the UI WC Working Group and bring the university recording process into line with the OSHA recordable incident rating system to compare with national standards and reduce incident rate to a milestone of 25% below national OSHA recordable incident rate (Milestones and completion by end of waypoint 1).

B. Culture of Emergency Preparedness

3. Emergency Notification System Utilization: To support **Goal 4 (cultivate), Objective C (improve efficiency, transparency and communication)**

EMSS will double their campus-wide communication/awareness to increase the rate of student and employee participation in the university’s emergency notification system (VandalAlert). The current system requires actively logging into the VandalAlert system to include a mobile phone number for quick notification. EMSS will construct a plan to include the VandalAlert signup as part of using the VandalWeb system. This tactic will enhance the emergency communication ability of the university and assures a quick response of the Vandal family during emergency situations. (Milestones and completion by end of waypoint 1, and Metric – percent of VandalAlert mobile phone signups).

4. Security Camera and Access Control Integration: To support **Goal 4 (cultivate), Objective C (improve efficiency, transparency and communication)**

EMSS will review these two separate systems and merge them into a cohesive security plan by the end of waypoint 1. Cameras located at primary and secondary entrances will be combined with electronic and physical key access to create a complete picture of building security campus-wide. Having these systems combined will allow the university to respond quickly and

efficiently to emergency and non-emergency incidents on campus. (Metric – number of building entrances with security camera coverage).

C. Culture of Security

5. Awareness and Outreach: To support **Goal 4 (cultivate), Objective C (improve efficiency, transparency and communication) and Goal 3 (transform), Objective C (Create an inclusive learning environment that encourages students to take an active role in their student experience)** CS will cultivate awareness about personal safety and physical security through campus conversations, tabling events and departmental and student group briefings. Through communication and outreach activities CS will empower current and prospective students to have some measure of control over their own safety, security and learning environment. Our goal during waypoint 1 is to have at least monthly participation in such outreach events and create an activity log for those events. (Metric – number of outreach events)
6. Continuous Improvement: To support **Goal 4 (cultivate), Objective C (improve efficiency, transparency and communication)** CS will collaborate with local and regional law enforcement and other resources for training opportunities to increase knowledge and capabilities of the university's CS staff. Our focus during waypoint 1 is to review the university's CS policies and to maintain our culture of continuous improvement. CS will conduct staff training on an as-needed and quarterly basis on topics pertinent to current safety and security concerns for prospective students and parents, and current best practices nationwide. (Milestones and completion by end of waypoint 1).

D. Culture of Compliance

7. Mandatory Training: To support **Goal 4 (cultivate), Objective C (improve efficiency, transparency and communication)** EHS will review the requirements of mandatory training, create and update the training matrix to help supervisors, review training materials and contents and maintain and support the safety LMS. EHS will launch a Tool Box Program and will develop a library of safe operating procedures as well as laboratory guidance sheets to support this program. (Milestones and completion by the end of waypoint 1, and Metric - mandatory training completion rate)
8. DBS (Idaho Department of Building Safety) Inspection Audits: To support **Goal 4 (cultivate), Objective C (improve efficiency, transparency and communication)** EHS will review the current state regulatory requirements, coordinate annual DBS inspections, coordinate pre-DBS inspection evaluations and work with every university unit to reduce the number of violations (discrepancies) and improve the resolution rate during the same fiscal year if affordable. (Metric – number of discrepancies/percent of resolution within the same fiscal year).

E. Culture of Safety

9. Unit Safety Planning: To support **Goal 4 (cultivate), Objective B (enhance the University of Idaho’s ability to compete for and retain outstanding scholars and skilled staff) and objective C (improve efficiency, transparency and communication)** EHS will engage with the university unit safety committees to increase the percent of units with updated mandatory safety plans, particularly, fire safety and emergency evacuation mandatory plans. In addition, EHS will organize fire drills, review current plans, update templates, facilitate the state fire marshal’s inspections and review event requests and new construction/renovation plans. (Milestone completion by end of waypoint 1 , and Metric – percent of units with fire safety/evacuation plans)
10. Hazardous Waste Management/ Laboratory Safety Continuous Improvement: To support **Goal 1 (Innovate), Objective A (build a culture of collaboration that increases scholarly and creative productivity through interdisciplinary, regional, national and global partnerships), Goal 3 (transform), Objective C: (create an inclusive learning environment that encourages students to take an active role in their student experience), Goal 4 (cultivate), Objective B (enhance the University of Idaho’s ability to compete for and retain outstanding scholars and skilled staff), and Goal 4, Objective C (improve efficiency, transparency and communication)** EHS will develop full-cycle service process and develop working relationships with all colleges and units. Specific tactics include:
- Review hazardous waste management practices in research and teaching labs
 - Engage principle investigators (PIs) in their laboratory safety activities
 - Investigate new strategies for waste minimization and increased efficiency
 - Work closely with PIs to fulfill the requirements of the Hazards Communication Program

(Milestones and completion by end of waypoint 1)

Waypoint 1 Metric Targets for Unit:

Initiative Number	Strategic plan goal and objective supported	Proposed means to assess progress	Baseline	Progress by July 2017	Progress by July 2018	Progress by July 2019
1.Transaction Risk	3C	Completed Milestones	Number of documented processes 10% completed	25% completed	75% completed	100% completed
2.Collaborative Risk	3B	Completed Milestones	(Current UI incident rate data include non-OSHA reportable incidents)	Conform to OSHA recordable accident rate	10% Below National OSHA recordable accident rate	25% Below National OSHA recordable accident rate
3.Emergency Notification System Utilization (mobile phone enrollment)	4C	Completed Milestones	30% signups	35% signups	50% signups	75% signups
4.Security Camera and Access Control Integration	4C	Completed Milestones	TBD	TBD	TBD	TBD
5.Awareness and Outreach	4C, 3C	Completed Milestones	5 Events	7 Events	12 Events	Maintain
6.Continuous Improvement	4C	Completed Milestones	Quarterly	Quarterly	Bimonthly	Monthly
7.Mandatory Training	4C	Completed Milestones	Completion rate 96.6%	Maintain	Maintain	Maintain
8.DBs Inspection Audits	4C	Completed Milestones	750 Discrepancies/ 50% resolution	700/55%	650/60%	600/65%
9.Unit Safety Planning	4B, 4C	Completed Milestones	45% out of 70 UI units have completed/updated Fire Safety and Evacuation Plans	55%	75%	90%
10.Hazardous Waste Management/Lab Safety	4B, 4C,3C, 1A	Completed Milestones	Annual percentage of hazardous waste remaining on campus. <30%	<30%	<25%	<20%