Enterprise Operations
Access Control
Emergency Management
Parking
Campus Security

2020
ANNUAL REVIEW OF PROGRAM DATA

UNIVERSITY OF HAWAI’I
LEEWARD COMMUNITY COLLEGE
1. Program or Unit Description

The Enterprise Operations unit currently is responsible for a wide range of services that directly support the College and the public, to include: the management of all functions related to access control, emergency management, facilities use and scheduling, parking services and campus security and safety. When first established in 2008, the first areas housed under this unit was facilities use and emergency management. This unit is led by the Enterprise Operations Officer (EOO).

**Access Control:** The purpose of this unit is to provide the needed facility access for the campus community and minimize the risk of unauthorized access to physical systems. The campus employs two types of access for its facilities. The primary is through the use of Medeco’s X4 mechanical key patented system specifically for Leeward. The second means of access to campus facilities employs the use of access cards on doors most frequently used or requiring an additional layer of secured access. All mechanical keys and access cards are distributed through this office. In addition, this office provides first line service, maintenance and/or repairs to campus locks. The goal of this unit is to fulfill the appropriate access needs of Leeward personnel while maintaining proper physical security measures for all campus areas. This area was transitioned from Operations & Maintenance to Enterprise Operations in the latter part of 2015.

**Emergency Management:** The Enterprise Operations Officer serves as Emergency Management coordinator for Leeward Community College. This position helps to develop procedures and plans to respond to natural disasters or other emergencies to minimize the risk to the campus community. Additionally, the emergency management coordinator will assist senior campus administrators during an emergency to conform with the mandated National Incident Management System (NIMS) and Incident Command System (ICS). The goal of this unit is to ensure that all required Leeward personnel receives the proper training in the National Incident Management System as mandated by Homeland Security Presidential Directive 5, Hawaii Emergency Management and UH President memo (April 24, 2009).

**Facilities Use:** This area coordinates the use and scheduling of all campus facilities with exception of the theatre and credit courses. Revenue generation is achieved through the rental of campus facilities to non-affiliated college and/or university organizations. Use by non-affiliated organizations is permissible at the convenience of the college and will be prioritized after all needs of the campus have been met. The goal of Facilities Use is to provide the campus community with the needed space in a timely manner to facilitate student learning and to generate revenue when appropriate taking into consideration all needs and wants of the campus have been fulfilled.

**Parking:** This area is still in development for the college. With the anticipation and startup of Honolulu’s rail system, Leeward Community College is expected to be significantly impacted due to the location of an on-campus station. Impacts to Leeward’s free parking designated for students, faculty, staff, administration, and authorized visitors will be diminished by the general public utilizing the rail.
2020 Leeward Community College ARPD
Program: Enterprise Operations

**Campus Security:** The Campus Security unit is responsible for providing security services. Security officers are on duty 24-hours a day, 7 days a week, 365 days a year. The unit is staffed by a Security Chief, two Security Supervisors and six officers. University Security Officers (USOs) conduct vehicle and foot patrols on campus. They are charged with the enforcement of federal, state, and local laws and regulations of the University of Hawaii and Leeward Community College. Officers conduct a full range of services dealing with incident reports, campus investigations, medical and fire emergencies, traffic accidents, enforcement of laws regulating the use of alcohol, drugs, and weapons, inspection of lighting and shrubbery, and all other situations requiring campus security assistance. The goal of campus security is to ensure the security and safety of the campus community by reporting all potential safety and security hazards observed for corrective action. This unit was organizationally assigned to Enterprise Operations in 2016.

2. **Analysis of the Program/Unit**

Enterprise Operations is still in the process of solidifying areas not sufficiently staffed due to having temporary positions and vacant positions at the leadership and entry levels. The following provides a brief of challenges faced by certain areas under this unit. While the focus has been the day-to-day operations, the continued filling of vacant positions and acquisition of other positions will provide for the needed stabilization within Enterprise Operations and allow progress to be made in collecting data for an appropriate program review. Leadership for the most part is installed and nearly complete.

**Access Control:** Duties under this area is primarily carried out by a half-time (0.5 FTE) Enterprise Operations Specialist, a temporary APT position. The Enterprise Operations Officer offers additional workload support by helping process and issue keys/cards. The duties and responsibilities associated with the access control unit justify a full-time, permanent APT position. Additionally, having the needed permanency will promote stability and long-term planning of the campus access control system.

**Emergency Management:** As previously noted, the Enterprise Operations Officer is also the Emergency Management Coordinator (EMC) for the College. In this capacity, the EMC has played an instrumental leadership role in the development of the institution’s emergency response to the COVID-19 pandemic. New pandemic response plans have been developed and implemented and appropriate and sufficient supplies of personal protective equipment (PPE) have been procured and deployed across the College. With the College’s recent and forecasted leadership turnover at the highest levels, NIMS and ICS training will need to be conducted for new administrators/executives. Additionally, the College’s Emergency Operations Plan will need to be updated in order to incorporate the new pandemic response protocols.

**Facilities Use:** This area over the past two years has been severely impacted by a server crash in February 2019. The server (Event Management System software or EMS) housed valuable data that contained information needed to provide an analysis of requests made, rooms reserved, peak used rooms, types of rooms used and when. After a number of challenges with the vendor to make EMS operational, it was finally completed in November of 2019. Significant amounts of time spent
by campus, UH and vendor to restore our lost data failed. Another setback on the restoration of service was the non-compliance of the vendor with Hawaii tax requirements which significantly delayed the procurement process to have the vendor work on the room scheduler. Another impact on facilities use was the COVID-19 pandemic. In March of 2020, restrictions were placed on all facilities use as the UH administration decided to close campuses to the general public. Today, only a handful of requests will be approved or allowed as restrictions on public access to campus facilities remains in force.

**Parking:** Delays in starting actual rail service will defer the anticipated parking-related issues for the College. The first 10 miles of the rail system was targeted for opening in late spring 2021 but that now has been delayed and revenue service may not actually begin until sometime in 2022 due to city/county funding issues. Ultimately, parking will be impacted – the severity of which is still unknown. In response, the College will be developing a parking plan to address these concerns. The UHCC system initiated a plan to hire a parking management consulting team in early 2020 but that plan has been delayed due to the pandemic. The College will continue working with the UHCC system on the parking consultant initiative as well as working closely with the rail system to monitor progress. Additionally, the College continues to work with our community neighbors (rail system and Waipahu High School) on the development and implementation of an emergency egress route for vehicles from the Pearl City campus. This project, the Middle Loch Connector, is currently under design and will connect the College to Waipahu High School via a paved access route through the rail operations center.

**Campus Security:** Staffing levels for the campus security department has not been fully filled since 2017. Leadership positions at the highest levels as well as entry level USO positions were affected. Changes in leadership and filling of the campus security captain position was achieved in February 2019 followed by the filling of the sergeant’s position in February 2020.

The onboarding of the now permanent Waianae Moku facility required existing Pearl City USOs to provide security coverage at the new facility. Due to staffing challenges, the Enterprise Operations Officer/Campus Security Chief and Enterprise Operations Specialist have been utilized to fill in for vacant security shifts and other security-related duties. As a result, the individuals occupying these two positions now carry a guard card license as required by state law to render security or guard services in Hawaii. The State of Hawaii’s 2020 legislative session included FTE and funding for additional USO positions for Leeward Community College as well as other UH campuses. The COVID-19 pandemic and resulting budgetary impacts to the state’s economy failed to have these positions pass the legislature. Not only were new positions not realized through the state legislature, this body took actions to abolish vacant positions across the UH system, including a vacant USO position.

### 3. Program Student Learning Outcomes or Unit/Service Outcomes

NONE – To Be Developed
4. Action Plan

**Access Control:** This area is currently being served by a 0.5 FTE, temporary APT position and backed-up by the EOO. A permanent, full-time position is needed and will be requested via the planning and budgetary process.

**Emergency Management:** Incorporate new pandemic response protocols and procedures into the College’s updated Emergency Operations Plan. Review and schedule NIMS and ICS training for new administrators/executives.

**Facilities Use:** Based on faculty senate AIS subcommittee and administration recommendations, the following actions are being incorporated to improve the facilities use process and procedures.
- Include a response timeframe on the facilities use request form
- Grant viewable to campus users of facility use schedules and availability
- Additional support staff (via planning and budgetary process)
- Streamline requests for bookings (i.e., online request)
- Incorporation of “best practices” to facilities use request form and/or to Guidelines and Procedures

**Parking:** Continue working with UHCC system officials on the development and timing of hiring a parking consultant for an assessment of parking needs. This will be dependent upon progress of the rail system, funding, and status of the pandemic. Work with rail system partners in continuing the development of the Middle Loch Connector project for vehicle emergency egress.

**Campus Security:** Fill remaining vacant position and request for additional USO positions via planning and budgetary process. Inquiry may need to be made if USO positions requested for 2020 legislative session will be revisited for 2021.

5. Resource Implications

Enterprise Operations in total is comprised of the following as of December 1, 2020:

**APT-PBB Enterprise Operations Officer.** Reports to VCAS. This position oversees enterprise operations while assuming other working titles that include; access control administrator, emergency management coordinator, facilities use coordinator, parking coordinator and campus security chief.

**APT-PBA Enterprise Operations Specialist.** Reports to EOO. This position oversees the campus access control system as its’ access control specialist. Distribution, inventory management of keys, fulfillment of requests, and first line maintenance and troubleshooting of locks is the responsibility of this individual. Other working titles for this position includes deputy emergency management coordinator and physical security specialist. **This position has existed as temporary from 2011 and has become an integral part of this unit. Position is paid by campus funds and should be made permanent under general funds.**
University Security Officer III (USO III). Reports to EOO. This position oversees the day-to-day operations of the campus security department. It is the highest ranking uniformed position with officers from both Waianae Moku and Pearl City reporting to this position. The USO III is also known as the security captain for Leeward Community College.

University Security Officer II (USO II). Reports to USO III. This position oversees and supervises the weekday afternoon shift at the Pearl City campus. Other duties include the management of the USO I office, reviewing of daily officer logs and report discrepancies during shifts to upper security management for follow-up, and is the campus surveillance specialist. This position is also known as the campus security sergeant.

University Security Officer I (USO I). Six positions (5 Pearl City, 1 Waianae Moku) plus one emergency hire (Pearl City/Waianae). Reports to USO II and III. The USO is often seen by the campus community and general public as a highly recognizable representative of the authority of the chancellor and college administration in the normal course of day-to-day activities, emergency management situations, and first-responder instances. This position shall enforce laws, rules, and regulations of the University of Hawaii and college in accordance to established operating procedures, protocols, and best practices.

Enterprise Operations will advocate for the following positions in order of priority.

1. Enterprise Operations Specialist: This position is essential to maintaining the services required to have keys and access cards distributed for the campus community as well as first line maintenance and repair of locks. The position has also been instrumental in the area of physical security. Surveillance camera, alarms, radio communications, and emergency call box projects have resulted in successful implementation due to this position. Projects related to physical security has also been well recognized by the UH system with implementation at other community colleges.

2. University Security Officer I (USO I) position (one) for Waianae Moku. LeeCC-WM currently has one USO I position that was re-assigned from Pearl City to provide security coverage. The facility typically requires security coverage during the fall and spring semesters Monday – Thursday 6 a.m. – 9 p.m., Friday 6 a.m. – 4:30 p.m. and Saturday 8 a.m. – 3 p.m. Dates outside of fall and spring semesters are normally 6 a.m. – 4:30 p.m. Days and time may vary.

3. University Security Officer I (USO I) position (two) for Pearl City campus. Additional positions will be used to replace position assigned to cover recently opened Waianae Moku and to increase overnight staffing to two officers. Currently there is only one officer for the overnight watch. Most illegal activities (thefts and burglaries) have occurred during the overnight watch or curfew hours. Additional officers will provide the needed security services when rail begins its operations to and from the campus station in Spring 2021.

4. Clerical support for Enterprise Operations. Provides administrative support services to all areas under Enterprise Operations. Duties include processing; facilities use
requests, key requests, payments, staff overtime, mileage, meal requests, request for quotes, creating requisitions, answer telephones, dispatch security officers, etc.

5. University Security Officer I (USO I) positions (two) for upcoming Wahiawa Product Development Center facility. Positions will provide for the health and safety for faculty, staff, students and facility during operational hours (TBD). Funding for these positions is not required until FY 2023 (July 1, 2022) and next year’s ARPD will more fully develop the rationale in support of this request and the unique security and surveillance challenges that this facility represents for the College.

Summary of Personnel Request

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<thead>
<tr>
<th>Priority</th>
<th>Description</th>
<th>Supporting Data</th>
<th>Cost Estimate</th>
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<tbody>
<tr>
<td>1</td>
<td>APT PBA Enterprise Operations Specialist – 1.0 FTE Pearl City</td>
<td>See #1: Oversight of Access Control and Physical Security</td>
<td>$50,000</td>
</tr>
<tr>
<td>2</td>
<td>University Security Officer I (USO I) – 1.0 FTE Waianae Moku</td>
<td>See #2: Only one officer assigned to Waianae Moku. Operational hours not fully and appropriately staffed. 75 hours minimum hours needed on weekly basis for coverage.</td>
<td>$40,000</td>
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<tr>
<td>3</td>
<td>University Security Officer I (USO I) – 2.0 FTE Pearl City</td>
<td>See #3: Recoup for position assigned to Waianae Moku and provide for a second officer during overnight watch due to rise in crime/illegal activity on and around campus. Start of rail service.</td>
<td>$80,000</td>
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<tr>
<td>4</td>
<td>Clerical Support – 1.0 FTE Pearl City</td>
<td>See #4: Provide administrative support for all of Enterprise Operations</td>
<td>$40,000</td>
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<tr>
<td>5</td>
<td>University Security Officer I (USO I) – 2.0 FTE Wahiawa Product Development Center</td>
<td>See #5: Provide for basic start-up security services at upcoming new facility.</td>
<td>$80,000</td>
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