

Department of Public Safety

University of North Carolina at Chapel Hill

Annual Report

Fiscal Year 2007-2008

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October 1, 2008

Dear University Community:

The UNC-Chapel Hill Department of Public Safety presents our Annual Report for fiscal year 2007 – 2008. This report represents the united efforts and resulting achievements of our organization over the past year. It is our goal through this report to communicate our vision of being the leading community-oriented Public Safety Department in the nation.

Even in the shadow of the tragic events at Virginia Tech in 2007 and this past spring's unthinkable loss of Student Body President Eve Carson, rest assured that our ongoing commitment to progressive innovation does not reflect reactive measure but, rather, the fruition of research and practical implementation. Through the Alert Carolina initiative launched this year, we're helping to educate the campus about what to do in an emergency and where to find safety-related resources. In addition to our well-established means of communication, emergency sirens and text messaging are new tools for ensuring that everyone is aware and alert to campus emergencies such as an armed and dangerous person on campus, a major chemical spill or hazard, or a tornado sighting. I encourage everyone to visit the website, "alertcarolina.unc.edu," a go-to place for information about campus safety for before, during, and after an emergency. I also encourage students to sign up for text messaging by registering their cell phones through links on the Alert Carolina website.

As a result of our innovative and progressive thinking, we have been recognized for our commitment to sustainability. UNC recently received an "A" grade in the area of "Transportation" from the *College Sustainability Report Card*, the only comparative evaluation of campus and endowment sustainability activities at colleges and universities in the United States and Canada. Our involvement in the 2007 Bike-to-Work Week Campaign was recognized as the Transportation Demand Management "Activity of the Year" by the Regional Transportation Alliance.

Several additional features now enhance our service to UNC. "Buddy," a black Labrador Retriever, joined DPS in September, 2007 as our new K9 officer. Trained in explosives odor detection and tracking, Buddy helps with sweeps of large-scale athletic events and other high-profile events on the campus of UNC. A new Mobile Command Center has now been added to our fleet of vehicles. The 32-foot customized bus is used by Police and University officials in emergency and non-emergency situations, including those which necessitate the deployment of DPS personnel for extended periods of time, i.e., aircraft crashes, chemical spills, natural gas leaks, public disturbances, natural and manmade disasters, or major crimes.

Looking toward the future, DPS is already preparing for reaccreditation in 2009 by the Commission on Accreditation for Law Enforcement Agencies Inc. Previously accredited in 1995, 2000, 2003, and 2006, the department will have to meet nearly 500 law enforcement standards to earn the recognition.

Measures and goals such as these reflect our commitment to partnering with you to protect North Carolina's Future. We welcome input from our customers and encourage you to visit our website at www.dps.unc.edu to better familiarize yourself with our organization. You may personally contact me Monday through Friday at (919) 966-5730 or by email: Jeff_McCracken@unc.edu should you have questions or comments about this report or suggested improvements for our department.

Sincerely,

Chief Jeff McCracken
Director of Public Safety

Departmental Accreditation

In 1992, the Department of Public Safety began an accreditation process managed by the Commission for the Accreditation of Law Enforcement Agencies (CALEA). The Department had its first on-site assessment in September 1995. During this audit, independent assessors from CALEA reviewed the operational processes of the Department to determine if it was in compliance with over 400 CALEA standards. As a result of a successful on-site assessment, the Commission on the Accreditation of Law Enforcement Agencies awarded Accredited Status to the Department of Public Safety at its quarterly meeting on November 18, 1995 in Omaha, Nebraska.

Since that original award in Omaha, Nebraska, the Department of Public Safety has been reaccredited with the Commission on the Accreditation of Law Enforcement Agencies at their meetings in Burlington, Vermont in 2000, in Colorado Springs, Colorado in 2003, and in Reno, Nevada in November 2006.

Currently the Department of Public Safety is in the process of preparing for its fifth on-site assessment under the new Fifth Edition CALEA Standards. The new, more stringent fifth edition of the Standards Manual addresses new elements in the law enforcement field that were not previously addressed in the fourth edition. Also in this new fifth edition, some standards were eliminated to keep pace with the changing ways law enforcement do their jobs. The Standards increased from 446 under the fourth edition to 459 in the fifth edition.

The UNC-Chapel Hill Department of Public Safety was the first nationally accredited university law enforcement agency in NC, one of only four universities currently accredited in the state and one of only 43 in the country.

Departmental Operations and Planning

The Department's vision, mission, and core values form the foundation for department operations and planning.

Vision

The University of North Carolina at Chapel Hill Department of Public Safety is committed to being the leading community oriented public safety department in the United States.

We will be recognized as leaders in our profession by providing quality, customer focused, problem-solving services in partnership with the diverse community we serve.

Through open and honest communications both internally and externally we will foster a work environment that respects and values all of our department members and encourages individuals within the organization to contribute to an overall team atmosphere supporting department excellence.

We strive to be an organization that treats all of our customers with dignity. We will accomplish this by being the model of professionalism with every interaction we have whether we are providing 911 communications, police, security, and parking or transportation services.

Excellence in all professional endeavors is our desire. By maintaining our ethics, communicating effectively and striving to be the best in all that we do, we will realize our vision.

Mission

The Department of Public Safety supports the University's core mission of teaching, research, and public service by developing partnerships within the University Community that encourage problem solving and communication in order to identify and address public safety and transportation needs with professionalism and integrity, while protecting North Carolina's future.

Core Values

Employees: The employees of the Department of Public Safety of the University of North Carolina at Chapel Hill are the department's most valuable assets and they are empowered to develop creative solutions to university problems. We respect the contributions of each member of the department and prosper when we promote the development of our people. We are proud of who we are, of our department's achievements, and of the university we represent.

Customer Service: We are committed to continually enhancing the level of service provided to the university community. We will recruit and develop employees who are committed to customer service, view the public as our most valuable asset, and are accountable to the university community for providing excellent service.

Problem Solving: We aggressively identify problems by being active members of the university community. We utilize sound problem solving techniques to solve problems while keeping the university's best interest in mind. When presented with complex problems we seek innovative solutions.

Professionalism: We will be courteous, knowledgeable, honest, fair and understanding to all of our customers. We maintain our image through appearance and demeanor, in a manner that reflects positively on the Department of Public Safety and the University.

Communication: We encourage and participate in the flow of information within the department and the university community. We expect all of our employees to share information and ideas that promote open communication enhancing learning, discovery, and performance.

Integrity: It is incumbent upon all employees of the Department of Public Safety to conduct themselves responsibly honoring the highest moral and ethical standards. We are uncompromising in our commitment to truth, honesty, and respect in all relationships. We hold ourselves accountable for our actions and take pride in a professional level of service to the university community.

Partnerships: The collective interaction between all members of the Department of Public Safety, the university community and others to reduce crime, improve quality of life and enhance customer service.

UNC Department of Public Safety Organizational Chart



Significant Departmental Activities

Police Operations

The department acquired a new K-9 trained exclusively in explosives detection and tracking for conducting sweeps of large-scale athletic events and other high-profile events on the campus of UNC. The dog and the handler will soon be certified to join the North Carolina Explosive Detection K-9 Task Force whose members respond, at no cost, throughout the state, augmenting or providing relief for other agency K-9 teams.

The University provided the funds for the first and only Mobile Command Center in Orange County. The Department of Public Safety refurbished and customized an older, 32-foot transit bus for use by Police, University officials, and surrounding responders during emergency and non-emergency events. It is equipped with LCD monitors, four telephone lines with Tellular capability, a dedicated fax line, direct TV satellite television and a local VHF television antenna, dry erase boards, radios capable of communicating with local agencies (i.e., 800 MHz: Digital Viper), and mobile computer terminals.

At approximately half the cost of a new Mobile Command Center (180k compared to 350k), the MCC is tangible evidence of the university's efforts to continually improve its ability to response to and mitigate emergency situations on campus in the surrounding community.

The University has purchased and installed a new UNC Emergency Alert System Siren, which, when activated by the Department of Public safety, will sound a high intensity warning signal during an immediate life-threatening situation such as an armed and dangerous person in the area, a major chemical spill or hazard, or a tornado. In an emergency, public address announcements will be made in conjunction with the siren, providing specific instructions for seeking shelter.

The University has also expanded its capacity to send emergency warnings via text messages sent to anyone who utilizes their UNC Onyen (the campus computer password provided to students, staff and faculty) to list there cell phone number in the campus directory.

Immediately after the tragedy at Virginia Tech., the Department of Public Safety took the initiative to invite the leadership of all emergency responders in Orange County to come together to discuss issues related to emergency responses on campus. That meeting became the impetus for the formation of UNC's Emergency Response Group which now meets each month and includes all area police departments, the Sheriff's department, State Highway Patrol, EMS, the Fire Department, and the County Emergency Management. The goal is three fold:

- build the relationships among these multi-jurisdictions that will be essential to a successful response and mitigation of a major event on campus;
- discuss and become familiar with the resources and response capability of each agency;
- plan and execute future emergency drills for our campus.

The current 911 phone system (analog Positron 100) was installed in 1994. It is scheduled to be replaced this year and will be capable of the following:

- The current system (Lifeline 100) is engineered with analog technology. The PlantCML Patriot is engineered with state of the art digital technology. The digital technology is the primary component that provides the capability for the Command Post remote answering positions. It also eliminates the problem with call volume loss when multiple parties are on the same call.
- The Patriot system is a fully featured IP-based 9-1-1 system for PSAPs that run on servers using IP routers and switches.
- The system is i2 compliant and internally supports native SIP v2.0 VoIP calls.
- The system allows for the Command Post remote answering position and can work from anywhere there is high speed internet access. It requires a minimum of 128k bandwidth.
- Designed for reliability – all components are fully redundant and highly fault-tolerant – with no single failure resulting in a loss of functionality .
- New features for wireless call handling enabled by the Patriot include: auto ALI rebid , selective answer, advance ALI display and segregated abandoned calls from active calls.
- Fully integrated telephone device for the deaf (TDD/TTY) interface supports both Baudot and ASCII-based TDD communications with automatic TDD detection. The TDD interface is available with Hearing Carry Over (HCO) and Voice Carry Over (VCO) options. The interface requires no specialized keyboards, tape printers or other devices, and displays the TDD conversation in real-time.
- Calls are presented on the 9-1-1 button with concise ALI (32 characters) so call takers can selectively answer calls based on key information, such as location or time in queue-especially useful when a large number of wireless calls are being received from a single location.
- Call-takers can see the ALI of a call before it is answered. More effective and faster call handling is possible when the call-taker knows the caller's location-such as the scene of a fire or accident.
- Sentinel 9-1-1 moves all abandoned calls to a dedicated abandoned call button. This makes it easy to follow up on abandoned calls without having to go through the queue.

When supported by the wireless carrier, auto ALI rebid updates the caller's XY coordinates at regular intervals-helping to accurately pinpoint the caller's location, even when moving. It updates the recommended response agencies if the caller moves into a new jurisdiction during the course of the call.

Professional Standards

The Department of Public Safety continues to work toward the successful completion of its fifth accreditation on-site that is due in 2009. During this self-assessment phase of accreditation, the Department has been transitioning to the new Fifth Edition of Standards. The Commission on Accreditation for Law Enforcement Agencies strives to improve the delivery of public safety services by maintaining standards, developed by public safety practitioners, covering a wide range of advanced public safety initiatives. Administering changes allows accredited agencies to stay up-to-date with the communities they serve.

The Professional Standards Division utilizes accreditation software that enables compliance documentation to be requested and tracked using our established email program. The program offers the user the ability to determine when documentation is needed, set the prescribed parameters and the software program will automatically send an email to the recipient at the appointed time with a request for the needed documentation. Also within the software are two other components. One is an agency manpower matrix that is used for the annual report to the Commission on Accreditation for Law Enforcement Agencies. Computer support created three additional reporting links to the department's database that enable us to keep the matrix current. The other is an employee data sheet that can track certifications of our employees. Like the standards portion of the software, parameters of the certifications can be set and an email is sent to the employee at a pre-determined period reminding them of the up-coming expiration of their certification such as instructor, DCI, radar, etc.

The Department of Public Safety is also a member with the North Carolina Law Enforcement Accreditation Network. This network of 56 law enforcement agencies that includes accredited agencies as well as agencies considering accreditation meets six times a year to share information regarding the CALEA Standards, provides training to accreditation managers, and to hear reports of agencies that have gone through the assessment process. Some of the meetings offer the opportunity to have our CALEA representative present to answer questions regarding standard interpretation from the Commission's viewpoint. The Network also hosts an annual week long training event during the summer.

Since becoming the first North Carolina accredited university in 1995, the University of North Carolina at Chapel Hill Department of Public Safety has been joined by NC State University which was accredited in March 2004, NC A & T State University which was accredited in July 2006 and East Carolina University which was accredited in March 2007. Three other North Carolina universities will soon join the University of North Carolina at Chapel Hill including North Carolina Central University, Western Carolina University and the University of North Carolina at Charlotte, all currently working their way through the self-assessment phase to become accredited.

As we have transitioned from the Fourth Edition Standards with 446 standards to the new Fifth Edition Standards with 459 standards. Some standards were

eliminated in the new edition due to duplication and some standards were merged within other standards. A total of 16 new accreditation standards were added with which we will have to comply and that will also require new policies to be developed. As a result of these new policies and some other forthcoming policy changes, a review was conducted by the Professional Standards Commander along with staff from Computer Support of the General Orders Personal Pages. The Department's General Orders are the policies and procedures from which the department operates. All DPS employees are trained on the General Orders when they are hired and are then required to read any applicable updates as revisions are made. The review included how assessable the information was to the employee, and what, if any, new information could be placed on the Personal Page. This program is currently working as designed and no new changes are necessary at this time.

The Professional Standards Commander investigates each alleged report of inappropriate conduct by a department member and the results of the investigation are given to the Chief. A review of the Internal Affairs investigations conducted inside the department for the year 2007 resulted in six I.A. investigations. One resulted in improper conduct (the employee received a written warning); four investigations proved insufficient evidence for any further action. The subject of one complaint retired prior to the investigation. Out of the six investigations three complaints were made from outside the department.

Training

This fiscal year the Training Officer and the Staff Development Specialist helped ensure that our personnel received a total of 12,256 training hours which was a decrease of 2.7% over the last fiscal year.

In-Service Training consisted of 48 hours for sworn members of the department that also included 24 hours of training mandated by North Carolina Department of Justice Criminal Justice Education and Training Standards Division. The 24 hours of mandated training included Firearms, Legal Updates, Juvenile Minority Training, Rapid Deployment, Weapons Retention, Response to Critical Incident Training and Career Survival Training. The remaining training taken by the sworn members included Cultural Diversity and Islamic Awareness Training, Physical Assessment Training, Taser Training, Hazardous Materials/Bloodborne Pathogens, Less Lethal Re-certification, Baton Training, Hepa Mask Training, Noise Impairment, Police Authority Training, Firearms Scenarios using the Firearms Range, University Benefits Updates and General Order Training.

The civilian training specialist divided up the 24 hours of In-Service training into eight different sessions to accommodate the large number of non-sworn employees with classes scheduled in June, July, September, October and November. The number of training sessions has continued to expand in order to keep class sizes more manageable for the instructors. Training for non-sworn this year consisted of Hazardous Materials/Blood borne Pathogens, University Benefits Overview, Managing Encounters with the Mentally Ill, Navigating the Internal Webpage, Financial Management, Working Together, Working Styles,

and Life Lessons. For the first time in 10 years, all of the sessions are being taught by internal instructors.

The non-sworn employees were also placed into a certificate track through Human Resource Training and Development in order to help them improve their skills as employees. A master training file was developed across 16 functions and/or dimensions in order to better track the training performance of the employees.

Crime Prevention

The Crime Prevention office continuously collaborates with the campus community to provide safety related programs geared towards creating a safer campus environment for all members of the University. The Crime Prevention Officer currently serves as State Director for the RAD (Resisting Aggression Defense) program. There have been a number of joint safety programs for this past year, those include but are not limited to: Drug and Alcohol Awareness using the Fatal Vision goggles and a golf cart, UNC Hospital Wellness Fair, Violence against Women safety workshop, RAD for Training and Development as a part of their Wellness Track Certification program, Safe Break, and Kids Rock bike rodeo with Outdoor Recreation services.

The Crime Prevention Officer also works actively within the surrounding communities and Orange County Law Enforcement agencies. The Crime Prevention Officer is current chair of Orange County Safe Kids Coalition and is board member as well as host agency for Chapel Hill, Carrboro and UNC Crime Stoppers association and active member in the University's newly developed Diversity Education Team.

Crime Prevention has worked closely with University Housing, Dean of Students Office, and New Student Orientation Office to coordinate an orientation program for incoming freshmen and their parents which is presented throughout the summer and then again in the fall as a refresher for upper class students.

Parking Services

The Advisory Committee on Transportation (ACT) for the University of North Carolina at Chapel Hill continues to convene during the academic year to address access issues impacting the University community. The committee is charged by Vice Chancellor for Finance and Administration Richard Mann with advising on strategies for convenient, easy to use and safe transportation access to the campus as well as responding to the changing access needs of faculty, students, staff, patients and visitors to the University and UNC Hospitals. The committee approved the proposed 2008-09 Ordinance changes that included parking zone designation changes and the implementation of approved price changes.

DPS has utilized student interns by working with academic departments in two very important fields including TDM and GIS mapping. These interns are UNC

students in appropriate disciplines who provide quality services to the department and gain real job experience in their chosen fields.

Inventoried all parking spaces and parking related equipment on UNC campus and created GIS mapping for University and DPS use.

Pay and display option was installed at the Hwy 54 visitor lot to reduce staffing needs. Other cost saving measures at various lots, include cameras and intercoms to monitor entry and exit from central locations.

To further reduce monthly recurring costs, 30 analog based data lines were converted to IP lines at parking locations.

2007/2008 Parking Changes

There were approximately 350 parking permits either temporarily or permanently removed from the parking system during the 2007/08 permit year. The permits were at lots including Nash (N7), Swain (NG1), Public Safety (S1), Boshamer (S10), and Bell Tower (BG). There were 35 parking spaces created in Crescent that are assigned as to satisfy the expanding parking demand for services as UNC Hospital's Emergency Room service department grows.

2007/2008 Changes in Transit Service

- Conducted Transit Forums at the Student Union and Hospital to solicit input from community regarding transportation services. Chapel Hill Transit, Triangle Transit, Piedmont Authority Regional Transportation, and Zipcar all participated in the Forums
- Closed Bible Church Park and ride in August 2008 due to underutilization.
- Relocated express NS route service from Southern Village to Chatham County Park and Ride lot. Added two buses to serve the NS route during peak morning and evening service providing 10 minute headways from Eubanks Park and Ride and to provide relief for MLK Blvd. demand.

Commuter Alternative Program

The Commuter Alternative Program (CAP) completed its fourth year and continues to be recognized as a leader in Transportation Demand Management (TDM) regionally and nationally. Recognition included being named by US EPA as a "Super Achiever" in the region. UNC participated in several regional promotional efforts including Smart Commute Challenge, Redefine Travel, and Car Free Day. Additional accomplishments include:

- "Grade A" for UNC Transportation initiatives on the College Sustainability Report Card
- UNC continues to hold the Best Workplace for Commuter's Designation originated by EPA

Enhancements to the TDM program included increasing vanpool subsidies from \$10 to \$20 monthly and making the Zipcar (on-campus rental car) available to students 18 to 21.

Transportation

Working with the Transportation Demand Management (TDM) coordinator, a new brochure was designed and written giving information about different modes of transportation other than the automobile. This brochure was especially designed for the first week of school in August when new students, visitors, and parents arrive and move in their dormitories. Parking is very limited and restricted at this time and the brochure describes how they can get around campus by bicycle, the fare free transit system, and on foot. A map of campus indicates the walking times to various points on campus and the three primary campus circulators of transit routes indicate the routes and schedules of the "U", "RU", and "HU". With the aid of this informational brochure, the most needed destinations are pointed out such as dormitories, student stores, student union, student bookstore, and Franklin Street.

This brochure is also being incorporated into Student Housing's orientation packet. They will be distributed to all Resident Advisors at the dormitories, at the Department of Public Safety, at the Student Union and Student Stores, and at other locations on campus frequented by students. It is hoped the information will educate new students on getting around campus without an automobile by walking, using the Transit system, and by bicycle.

Road and Lane Closure Permitting Processing: The campus of UNC currently undergoes substantial new construction at various locations at all times. These construction projects often require the closure of certain traffic lanes or roadways. In order to close a lane or a road, a permit is required from the Town of Chapel Hill and from the State Department of Transportation. Fees are charged for these closures by the day and by the lane. In the past, the invoices were sent to the Facilities Department for payment every quarter. This was a cumbersome process that at times caused late payments resulting in the denial of requests for new lane closure permits. These denials would have held up predetermined construction schedules resulting in substantial University costs. To remedy this problem a new process has been put in place, the Department of Public Safety Transportation Planner has taken over the permit accounting and monitoring from Facilities Services. A meeting with Town and DOT officials has resulted in the posting of identifying information on each permit invoice. This information includes the project name, contractor, and UNC Project Manager. The Transportation Planner also monitors the beginning and completion dates for each project to assure accuracy of the charges. Thus, the quarterly invoices will now be paid on time, with a systematic approach and a constant monitoring.

Development of a Construction Planning Calendar: Many projects on campus have predetermined start and completion dates. However, the specific tasks for each project are often at the discretion of the contractor. This task scheduling

has been done in the past without regard to the traffic disruptions it may cause to the campus in general (e.g. closure of certain critical lanes of roadways used for the ingress and egress of home football or basketball games). The issuance of the Construction Planning Calendar by the Transportation Department indicates all campus events in which certain disruptive construction tasks should be avoided (home athletic games, exam periods, commencement, etc). Also, the calendar indicates times when campus construction tasks can be performed with minimal traffic impacts (Fall break, Spring break, University holidays, Winter and Summer breaks, etc). This calendar has helped many project contractors decide when specific tasks are to be accomplished with minimal or no traffic impact to normal campus traffic circulation patterns.

Transit and Point to Point

Chapel Hill Transit installed real time signs and provided services for the UNC community. (15.54% increase in ridership over last year)

Chapel Hill Transit purchased articulated buses and alternative fuel buses.

Increased ridership from 2001 (3 million rides) to 2007 (6 million rides).

Increased P2P disability transportation services provided to community by adding a full time driver position to Monday-Friday daytime staff.

Fiscal Services

Specific accomplishments during FY 08 include:

Implemented the new UNC Timekeeping System ("TIM") after extensive preparation, training, and parallel system testing. DPS served as an early stage conversion for UNC at the request of the TIM project team due to the complexity of DPS timekeeping requirements. Since DPS is a 24/7 time capture organization with many different types of schedules, on-call, and overtime situations, plus a diversity of timekeeping related business needs, DPS proved a valuable testing ground for TIM on campus.

Partnered with UNC HR to improve the UNC criminal background check process by expanding the background check to a full nationwide background search.

Worked with UNC Facilities and provided data to UNC General Administration that resulted in a more accurate building reserve model with higher levels of funding for Police.

Designed a streamlined DPS development plan to quickly model the impact of adding or subtracting proposed parking decks and other substantive changes to the development plan.

Worked with UNC HR to transition Police from person based banding to the new position based banding model.

Spearheaded procurement of an Emergency Warning Siren System on campus including design of system specifications, vendor selection, and system testing and troubleshooting.

Extensive triage of accounts receivable data in preparation for migration to the new web based T2 Flex parking software. This included elimination of duplicate and fragmentary records plus business decisions regarding what types of information would be transferred to the new system.

Facilitated Police purchases including a new K-9 Officer and a Mobile Command Center for DPS through renovation of a P2P bus.

Responded to many internal and external requests for financial reports or information including: NC OSBM Fine Collection Costs; University Debt Capacity Analysis; LEO contributions; UNC 2007 CAFR; Debt Covenant requirements; NC DOT year end grant reconciliation; NC 911 Wireless Board; US Marshall Asset Forfeiture program; Town of Chapel Hill audit, etc.

Computer Support

The Department of Public Safety released a new website in March 2008. The new website was reviewed by a focus group and all feedback was favorable. It uses a more robust database back-end that allows greater interoperability with other database applications. The new website will offer improved service to the campus community through increased functionality and simpler navigation.

Awards and Recognition

The 2007 Bike-to-Work Week Campaign was recognized as the TDM (Transportation Demand Management) "Activity of the Year" by the Regional Transportation Alliance, a regional business leadership group working to solve mobility issues. Triangle Transit Authority (TTA), UNC, and NC State University representatives shared the acceptance of the award on Thursday, November 29th, 2007 at an awards banquet / luncheon in the RTP.

Additionally, the Sustainable Endowments Institute recently issued its 2008 Sustainability Report Card, and UNC is designated as one of 25 Campus Sustainability Leaders in a field of 200. UNC received an "A" grade in Transportation, and also in Administration and Green Building. The University also received "B" grades in Climate Change & Energy and Food & Recycling.

Departmental Divisions, Organization, and Personnel

The Department of Public Safety is a service agency dedicated to the safety and security of the University community as well as providing transportation services to those needing access to the campus. The Director of Public Safety reports to the Associate Vice Chancellor for Campus Services. The Department is nationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and operates an Emergency 911 Communications Center. The delivery of services centers around one primary concern: "Protecting North Carolina's Future." This commitment includes the provision of services to the community when crimes occur, as well as the prevention of crime. The employees of the Department of Public Safety continue to work in partnership with the community to deliver the finest possible services available.

The department consists of 206 permanent employees including 52 sworn law enforcement officers, and 118 temporary employees including 15 sworn reserve police officers, 51 contract security guards, and 52 assigned to other departmental divisions.

Services provided by the department include:

- Analysis of existing or potential crime and safety problems, and the development of problem solving partnerships to prevent and/or control these problems
- Analysis of access to campus for faculty, staff, students and visitors to effectively use transportation resources to meet the varying needs of different user groups
- Evaluation of the Department's operations to determine their effectiveness and efficiency through customer surveys conducted every two years
- Investigation of crimes which occur on campus
- Respond to calls for service received through 911 Communications Center

Operating Budget for 2007-2008, including receipts was approximately \$30.8 million.

The major divisions and sections of the Department are summarized in the following sections. Following each section is a listing of Goals, Measures and Accomplishments for 07-08 and Goals and Measures for 08-09.

Office of the Director

Chief Jeff B. McCracken

Phone (919) 966-5730

Staffing: 13 Permanent
 1 Temporary

The Office of the Director of Public Safety consists of the Director of Public Safety at the rank of Chief, an Executive Assistant, Computer Support Division, an Investigative Section for employment backgrounds, the Professional Standards division and the Information Specialist/Spokesperson. These are in addition to the operational and support units designated by the Director to achieve the Department's objectives. Department personnel and resources are organized in a manner that ensures maximum efficiency and effectiveness. A continuing program of evaluation is established to ensure that the needs of the University population are met. It is the responsibility of the Director to ensure that the employees of the department work in partnership with the community to deliver the finest possible services available through active problem solving.

The Professional Standards Division is commanded by the rank of Captain and is responsible for the Accreditation Section, Crime Prevention Section, the Staff Development Section, the Records Section and the Training Section. This division is also responsible for the Department's General Orders and Internal Affairs.

The Accreditation Section is responsible for the Department maintaining compliance with over 446 nationally recognized standards for law enforcement agencies. These standards, administered by the Commission on Accreditation for Law Enforcement Agencies, require that compliance files be constantly updated.

The Crime Prevention Section is responsible for representing the department in the community through a variety of programs including but not limited to presentations to Supervisory Resource classes, C-TOPS programs, student groups, Rape Aggression Defense classes, Crime Prevention Fairs and other community outreach programs. A lieutenant heads this section.

The Internal Affairs Section is responsible for the timely investigation of alleged complaints against members of the Department of Public Safety. After the Professional Standards Commander investigates each case, the results are forwarded to the Chief for his review and the imposition of any disciplinary action.

The Records Section provides copies of incident, DMV, arrest, citation, and other reports to persons requiring information for insurance and other purposes. This section also maintains the department's computerized reporting system and is staffed from 8:00 a.m. to 5:00 p.m. business days.

The Staff Development Section coordinates all mandatory and elective civilian training that is necessary for the effective and efficient performance of their duties. This section is also responsible for the development, dissemination, and analysis of the department's community wide customer survey.

The Training Section is responsible for the coordination of all sworn officer training in compliance with the North Carolina Department of Justice, Criminal Justice Education and Training Standards Division. This section also ensures that mandatory training is completed in compliance with the training and standards for an accredited police agency. A lieutenant heads this section.

The Information Specialist/Spokesperson is responsible for all information dissemination both public and internal for the Department of Public Safety.

The Employment Background Investigator is responsible for checking backgrounds for all prospective employees of the University for permanent and temporary positions in North Carolina and other states with on-line criminal history information.

The Computer Support Section provides network administration and user support for the police records, computer assisted dispatch, and parking management systems

2007/2008 GOALS, MEASURES AND ACCOMPLISHMENTS

Professional Standards

Goals	Measures	Accomplishments
CUSTOMER SERVICE		
<p>To have some sworn and non-sworn personnel trained in CPR and the use of defibrillators.</p>	<ol style="list-style-type: none"> 1. Research the cost to purchase defibrillators and implement training by September 30, 2007. 2. Make presentation to Senior Staff by October 31, 2007. 3. Identify the personnel to be trained by November 30, 2007. 4. Training coordinators would facilitate the training of selected personnel by April 30, 2008. 	<ol style="list-style-type: none"> 1. Done. The cost of the first AED is \$2,100 which includes the certification of 10 people. Training of personnel has begun. So far 50 sworn people have been trained in CPR and use of the AED. One AED has been purchased, delivered and installed in the lobby of the building. 2. Not Done. 3. Done. Sworn officers have been trained as well as 10 non-sworn supervisors. The supervisors have identified employees in their respective areas for which the training was mandatory and a total of 34 non-sworn employees have completed the training. 4. Done.
FINANCIAL PERFORMANCE		
<p>Bring four (4) training classes to the Department of Public Safety to reduce instructor costs and training expenses for sworn and non-sworn personnel.</p>	<ol style="list-style-type: none"> 1. The Training Officer and Staff Development Specialist will identify classes by August 31, 2007. 2. Conduct four (4) classes by April 30, 2008. 3. Provide comparison report after each class held to show what it would have cost to send employees to same class outside Department. 4. Provide year end analysis of cost saved per diem. 	<ol style="list-style-type: none"> 1. Done. Four CPR/AED Training classes, Col Grossman Seminar, Pressure Point Control Tactics (PPCT), Verbal Judo, and Self Defense Training were held during this objective period. 2. Done. A total of five classes have been taught at DPS. 3. Done. CPR/AED classes if held outside would have cost \$65 per student. Held at DPS for a cost of \$14 per student. Col Grossman Seminar if held outside would have cost \$60 per student. Held at DPS entitled our officers to attend for free. PPCT class if held outside would have cost \$740 per student. Held at DPS entitled our officers to attend for the \$40 cost of the book. Verbal Judo if held outside would have cost \$26 per student. Held at DPS entitled our employees to attend for free. Self Defense if held outside would have cost \$26 per student. Held at DPS allowed our employees to attend for free. 4. Done. If employees/officers have been sent to those classes a total of \$2,808 would have been spent. Having those same classes taught here only cost the department \$476 saving the department \$2,332.
CRUCIAL PROCESS		
<p>Reduce the number of non-sworn in-service classes by one 8-hour day by taking an 8-hour block of instruction on-line.</p>	<ol style="list-style-type: none"> 1. Research all available on-line training classes that are applicable to their job functions by September 30, 2007. 2. Have 50% of non-sworn staff enroll/complete an on-line class by April 30, 2008. 	<ol style="list-style-type: none"> 1. Done. Classes researched and identified. Jackie Overton will begin meeting with the Parking Services Managers as a group right after in-service; and then the other supervisors shortly thereafter. 2. Dropped this goal according to email from Jackie Overton dated 4/4/08.

INTERNAL INNOVATION

Research, design and implement an improved EOC for the Department of Public Safety that can be used both in times of an emergency and meet the needs of training and/or special meetings.

1. Research and design by end of **November 2007.**
2. Identify funding source for design and implementation by **December 2007.**
3. Review by Senior Staff by **December 2007.**
4. Implement design by **May 15, 2008.**

1. Done. A new layout of the current EOC has been done on paper utilizing equipment, tables and chairs that are better suited for the space. Some of the design features we have looked at will aid in using the room for teaching and emergencies.
2. Done. We have identified a source for funding the upgrading of the EOC. We have been allotted \$22,000 towards this project. We are currently discussing the possibility of acquiring more funds.
3. Done. Discussed project with Senior Staff and discussed revisions to the current plan.
4. Done. Contracts and money have been placed on the fast track to acquire furniture for the room to replace the outdated tables and chairs currently in the room. Meeting is being held May 6, 2008 to discuss the type of media and placement with a representative from the Whitlock Group that did the work for the ITS-Manning Control Center.

2008/2009 GOALS AND MEASURES

Professional Standards

Goals	Measures
CUSTOMER SERVICE	
To increase the number of crime prevention and safety related presentations to the campus community by the Crime Prevention Office.	<ol style="list-style-type: none"> 1. Increase by 10% the number of crime prevention and safety related presentations by comparing the months in 2008 with the months in 2009. 2. Increase by 10% the number of RAD classes to the University community.
FINANCIAL PERFORMANCE	
To bring four (4) training classes to the Public Safety Department to reduce instructor costs and training expenses for sworn and non-sworn personnel.	<ol style="list-style-type: none"> 1. The Training Officer and Staff Development Specialist will identify classes by August 31, 2008. 2. Conduct four (4) classes by April 30, 2009. 3. Provide comparison report after each class held to show what it would have cost to send employees to same class outside Department. 4. Provide year end analysis of cost saved per diem.
CRUCIAL PROCESS	
To be reaccredited by the International Association of Campus Law Enforcement Administrators (IACLEA).	<ol style="list-style-type: none"> 1. Mail off required files to IACLEA by August 2008. 2. Receive a letter of successful review of the files by December 2008. 3. Successful on site reaccreditation review by May 2009.
INTERNAL INNOVATION	
Maximize the utilization of certified department instructors to provide additional training opportunities.	<ol style="list-style-type: none"> 1. Complete an analysis by end of 1st quarter fiscal year 08/09 as to what classes can potentially be taught by Department instructor. 2. Report monthly on courses and hours presented by Department instructor.

2008/2009 GOALS AND MEASURES

Computer Support

Goals	Measures
CUSTOMER SERVICE	
<p>Upgrade Records Management System (RMS) and replace the server</p>	<ol style="list-style-type: none"> 1. Purchase RMS replacement server with updated SQL server by 1st quarter. 2. Complete paperwork to obtain RMS upgrade version by 2nd quarter. 3. Plan implementation with THE/OSSI by 2nd/3rd quarter. 4. Coordinate required training with Police/OSSI by 3rd quarter. 5. Install upgraded software by 4th quarter.
FINANCIAL PERFORMANCE	
<p>Create new Department back-up solution using Windows Storage Server and a high capacity storage server. (The current solution is 3 years old and cannot keep up with expansion. The alternatives are this or using Iron Mountain. Iron Mountain charges a per PC/Server monthly charge. The total annual charge would exceed this entire solution.</p>	<ol style="list-style-type: none"> 1. Purchase a Dell Powervault server with Windows Storage Server software by 1st quarter. 2. Install server in a remote location to insure availability by 2nd quarter. 3. Design backup routine and schedule by 2nd quarter. 4. Rewrite General Orders for backups by 2nd/3rd quarter.
CRUCIAL PROCESS	
<p>Move all web content responsibility to Randy Young's position. He will be responsible for updating and maintaining the content on the external website. All requests, changes and news events will go through Randy. Functionality and web application development will continue to be maintained by computer support.</p>	<ol style="list-style-type: none"> 1. Give Randy full access to the external website as well as authoring tools by 1st quarter. 2. Train Randy to use the tools and familiarize him with the website layout by 1st quarter. 3. Update staff on Randy's role for web content and direct them to give him changes and updates to content by 1st quarter. 4. Monitor and aid Randy's work on the website to ensure accuracy as he learns to update information by 4th quarter.
INTERNAL INNOVATION	
<p>Convert user names to ONYEN names for the entire Department. Everyone is now using ONYENS because of the TIM system. Most campus departments are moving to ONYENS because they are unique for the entire campus. End users will only have one login as opposed to two or more. Future integration with campus Active Directory will allow password synchronization with ONYENS and Windows accounts.</p>	<ol style="list-style-type: none"> 1. Create ONYENS for all existing employees by 1st quarter. 2. Create a new employee standard username document that outlines how new employee usernames are created by 1st quarter. 3. Set password rules to be same as current ONYEN password rules by 1st quarter. 4. Change current employees to ONYENS by 4th quarter.

Police Operations Division

Lt. Col. George B. Hare
Deputy Director
Phone (919) 966-4994

Staffing: 98 Permanent
 78 Temporary

The Operations Division is responsible for the patrol squads, security, Reserve Police Officer Program, special event police/security operations, communications and investigations sections of the department. The Deputy Chief at the rank of Lt. Colonel commands this division with the administrative assistance of an Executive Officer at the rank of Captain. The Division consists of the following sections:

The Uniformed Patrol Section The Patrol Section of the department will be under direct supervision of the Commander at the rank of Captain. The Patrol Section consists of five (5) squads. Four (4) "front line" Patrol Squads are generally responsible for responding to routine and emergency calls for service. The fifth unit consists of a Traffic & Pedestrian Safety Team, K-9 officer and a bike patrol team as well as oversight for the department's Mobile Command Center. Officers assigned to this unit are responsible for special projects that address safety and crime prevention issues within their respective teams. The unit also shares responsibility with the other patrol units for response to calls for service and other patrol functions as demands require.

The Security Section This section provides site-selected coverage for 26 areas, including of Carmichael, Woollen, Fetzer, Student Recreation Center, Alumni and Smith Center areas. Additionally, this section provides a part-time Security Guard Service consisting of over 60 employees who provide site-based security to campus departments throughout the University. The service is contracted by and paid for by the user departments but offers the advantages of University management and direct communications with the Department of Public Safety. Currently, nine Departments, representing over 15 sites, contract with the Department for this service. The Ackland Art Museum Security Section consists of four trained security officers who provide building and contents security to the Ackland Art Museum

The Reserve Police Officer Program The Reserve Police Officer Program consists of 21 part-time sworn police officers that provide security and traffic direction for special events held on campus, such as sporting, entertainment, protest, and street celebration events.

The Special Events Section is responsible for coordinating the staffing of all athletic events, concerts, and other special events requiring police/security.

The Communications Section The UNC Public Safety Communications Section supports the mission of the Department of Public Safety by providing twenty-four hour emergency radio network, DCI/NCIC computer and telephone coordination and documentation. Staffing for the Communications Section consists of ten full time Telecommunicators, the Supervisor, and two temporary employees used to cover shortages. The center is operational 24 hours a day, 365 days a year. They are responsible for receiving complaints of criminal activity and other emergency or general information requests via telephone, or through a computerized alarm monitoring system, recording the information received and simultaneously referring the call via radio or other means to an officer or guard in the field for response as necessary. The UNC Communications Center operates an E9-1-1 (Enhanced) telephone system and receives 9-1-1 calls that are placed from phones located in University Buildings, wireless callers within the jurisdiction and calls placed from UNC Hospitals.

The Communications Section also dispatches Parking Control Officers for parking and traffic related issues, and communicates parking related information to members of, and visitors to, the University community. This information concerns every day parking arrangements, and parking restrictions for special events such as football and basketball games. Additional Sections dispatched by the Communications Section include Security and Field Maintenance.

The Criminal Investigations Division is responsible for conducting follow up investigations of certain misdemeanors and all felonies occurring on campus. Each of the four investigators work normal business hours, but are available 24 hours a day, 7 days a week. They each share rotating responsibility for on call duty.

Criminal Trends and Analysis

Other than service calls, overall crime within the jurisdiction of UNC Public Safety accounted for a total of 1,495 reported incidents for the calendar year 2007. This is a decrease of 305 reported incidents over calendar year 2006, which had a total of 1,800 incidents.

Burglary

In 2007, there were 2 incidents of burglary on the UNC campus. This is an 86% decrease from the incidents reported in 2006 in which there were 14. One incident took place in Manning Hall on Thursday afternoon around 3:00 PM. A window was broken out to an office door to gain entry into the office. The second incident took place in building #2 Bolin Heights and an office had been broken into some time between Friday evening at 5:00 PM and Sunday at 1:15 PM. The suspect apparently gained entry by prying a door open.

Percentage-wise, burglary accounted for .1% of all reported crime during 2007, as opposed to .8% of the crime reported to the Department of Public Safety during the 2006 calendar year.

Larceny

In 2007 there were a total of 437 reported larcenies. This is a 3% increase from the 2006 total of 424 larcenies. Larceny remains the most prominent criminal problem on the university campus. A plan was created to address this increasing problem by developing a new four officer team focused on the prevention and reduction of larcenies. A review of the larcenies reveals the following information:

1. The largest areas affected were North-Campus and Mid Campus in Davis Library, Woollen and Fetzer Gyms, the Dental Complex, Lenoir, followed by Baity Hill, Ambulatory Care Center and Dogwood Parking Deck on South Campus. The Friday Center Park and Ride Lot were the largest areas affected Off-Campus. A break down of larcenies by area is as follows: Area 1-137, Area 2-117, Area 3-94, Area 4-89. Larcenies are crimes of opportunity and the items were taken from an unsecured or unattended area.
2. Larcenies were tracked by the day of the week and time of the day when they occurred indicating the following results:

Sunday	20
Monday	77
Tuesday	69
Wednesday	79
Thursday	64
Friday	90
Saturday	38

00:00 – 01:59	8
02:00 – 03:59	10
04:00 – 05:59	1
06:00 – 07:59	8
08:00 – 09:59	50
10:00 – 11:59	70
12:00 – 13:59	73
14:00 – 15:59	82
16:00 – 17:59	68
18:00 – 19:59	34
20:00 – 21:59	22
22:00 – 23:59	11

The numbers indicate that most larcenies have occurred Monday through Friday between the hours of 08:00 through 18:00. This is a similar pattern as the 2006 data.

Larcenies accounted for 29% of the crimes reported to the Department of Public Safety during this past 2007 calendar year compared to 24% for 2006.

Larcenies, by far, remain the largest crime problem that we face on Campus. Simply stated, larceny is a crime of opportunity. Citizens can help reduce the number of larcenies by securing their personal property as well as the property of the University. One simple way to do this is to lock the doors to rooms and offices when no resident or employee is visible to deter potential thieves. In addition, citizens should be sure to use lockers, desks, file cabinets, as well as any other item that can be used to secure property.

Reporting all suspicious persons is another way in which citizens can be of assistance in reducing the amount of crime on Campus. Students are

encouraged to know the identity of students who live in their residence halls--or at least those who live in their suite. Office personnel are encouraged to look out for people who seem to be lurking around the halls or in areas where they should not be. Most of the time, potential thieves will visit areas more than once in order to see just how observant the residents or staff will be to their presence. Wallets, briefcases, purses, backpacks, and other small items left in unsecured areas only take a second to pick up.

We also encourage all persons on the University campus to file police reports for stolen or "missing" items. Although most property that is reported stolen will not be recovered; the filing of police reports does help the Department, "mark" which areas of campus are being hit hardest. It is also very important that a list of serial numbers of items be maintained for security purposes. Often time, a computer or bicycle stolen at UNC will surface in another state. The only connection back to UNC is the serial number entered on the police report and into the national FBI computer.

Another area we believe reduces the opportunity for larcenies is strong key control. Many times, departments will lose a set of keys, or employees who are no longer with the department will fail to return keys to work areas. In such cases, it is suggested that the Department re-key all locks and maintain a key log. Any resident, faculty, or staff person may contact the Department to have security surveys conducted of work environments and living quarters here on campus.

To help eliminate bike theft, we ask that individuals use strong locks to secure their bikes to the many bike racks that are located throughout Campus. If the bike is to be left over a long period of time, we ask that individuals find a more secure location for storage and make frequent checks of their property.

To prevent larcenies in the libraries, we advise that students take only necessary items that will be needed at that particular time. Book thefts are difficult to track as there are generally no identifying marks on the books and because book "buy-backs" take place frequently.

Everyone on campus is encouraged to contact the Department when there are peddlers or magazine sales people canvassing door to door. These acts are not allowed on Campus.

In order to reduce the frequency with which larcenies occur the individual citizens must do a great deal of work. Cooperation between the Department and the Campus Community is of the utmost importance. We strive to offer crime prevention education and information to the many students, faculty, and staff that work and live in the Campus community on a daily basis. This training is only effective, however, if applied. Working together, in a cooperative effort, we can reduce the number of larcenies.

Aggravated Assault

There were no aggravated assaults reported to the Department of Public Safety for the year 2007. This number is down from the two aggravated assaults that occurred in 2006.

Rape

There were no rapes reported to the Department of Public Safety for the year 2007. This number didn't change from the year 2006.

Many incidents of rape are not reported to UNC-CH Public Safety.

Arson

There were no reported incidents of Arson in 2007. This number was the same for the year 2006 for this type of incident.

Murder

There were no reported incidents of murder for the year 2007. The number of this type of incident also remained unchanged as there were none for the year 2006.

Robbery

In 2007 there were two robberies reported to the Department of Public Safety. This number is down from the year 2006 in which there were three robberies reported. Both incidents occurred on Wednesday evening October 10, 2007. The first incident happened at about 8:26 PM at the Dogwood Parking Deck. The second incident occurred at about 11:25 PM in the CG Helipad Parking Lot across the street from the Dogwood Parking Deck. The suspect in both incidents was identified and arrested by UNC Police.

Robberies accounted for .1% of the calls for crimes reported to the Department of Public Safety during this past calendar year.

Motor Vehicle Theft

In 2007 there were seven motor vehicle thefts. This is an increase of four thefts over the year 2006 in which there were three. There is no recognizable pattern or frequency for the days and times of the seven incidents.

Most of the thefts occurred on Monday and Friday having two thefts each followed by one each for Tuesday, Wednesday and Thursday. The time of day ranged from just after midnight for the earliest theft to just after 6:00 PM for the latest theft. Of the seven thefts three vehicles were recovered and one arrest was made.

Percentage-wise, motor vehicle theft accounted for .5% of all reported crimes to the Department of Public Safety during this past calendar year.

Crime Statistics

<u>Violent Crimes</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
Murder	0	1	0	0	0
Forcible Rape	1	1	1	0	0
Robbery	4	3	2	3	2
Aggravated Assault	3	0	2	2	0
Total	8	5	5	5	2
<u>Property Crimes</u>					
Burglary	29	21	28	14	2
Larceny	441	376	408	424	437
Motor Vehicle Theft	10	14	2	3	7
Total	479	411	438	441	446
Arson	2	1	0	0	0
TOTAL	490	417	443	446	448

2007/2008 GOALS, MEASURES AND ACCOMPLISHMENTS

Police

Goals	Measures	Accomplishments
CUSTOMER SERVICE		
<p>Increase partnership between DPS, students and faculty focused on the goal of reducing campus bike larcenies through a lock distribution initiative in conjunction with the required bike registration program.</p>	<ol style="list-style-type: none"> 1. Identify funding or an alternate independent source for acquiring the kryptonite “D” locks or an equivalent device. 2. Secure approval of a re-drafted parking ordinance that requires bikes to be secured with a kryptonite “D” lock or an equivalent device. 3. Design and initiate a COP Program that increases student compliance with the bike registration requirement. 4. Draft procedures for student purchases of locks to include an option for full reimbursement when returned to Public Safety. 5. Draft procedures for free distribution of locks during bike registration campaigns. 	<p>This goal, as written, proved to be beyond the scope and capability of line officers and supervisors. The success of most of the objectives was predicated upon the action and/or cooperation of entities which we cannot control within the time frame of this goal. Staff was simply unable to coordinate with outside resources to accomplish #s 1, 2, 4 and 5 (such as funding, lock storage, ordinance changes mandating specific locks, obtaining University sponsorship of a specific lock brand.) Initial research of other universities revealed a simpler and more effective approach which involved the free distribution of locks to students with the departments bearing 50% of the up front cost of lock purchases. The CRU did, however, initiate many COP Programs targeted at bike registration compliance and safety education and received positive feedback for their efforts.</p>
FINANCIAL PERFORMANCE		
<p>Reduce call for service expenditures due to responses to false burglar alarms.</p>	<ol style="list-style-type: none"> 1. Analyze data of number of false burglar alarm calls for fiscal year 06/07 and determine associated costs based on NCJA standard call for service response time and average officer salary. 2. Identify locations with repeat false activations and post alarm warnings by end of first quarter. 3. Develop form letter to be sent informing supervision of responsible party of alarm activation, as well as building/department management at the alarm location of activation by end of first quarter. 4. Analyze data of number of false burglar alarm calls for fiscal year 07/08 and determine associated costs based on NCJA standard call for service response time and average officer salary. 	<p>Completed. Lt. Nato completed an analysis which identifies the 5 locations of the highest CFS. He targeted those with awareness and educational efforts. His report documents a 50% reduction in false alarm responses in 07/08 compared to 06/07 with a cost savings of \$2,300.</p>

CRUCIAL PROCESS

Conduct activities that enhance officer direct contact and interaction with members of the University community, and partner with the university community to protect the lives and property of the students, faculty, staff and visitors, to reduce crime, and to solve problems related to crime, fear of crime, and quality of life issues.

1. Conduct 5,500 foot patrol hours.
2. Document 500 contacts with suspicious persons on campus.
3. Document 900 liaison contacts.
4. Conduct 250 community oriented policing programs to include a minimum of one larceny prevention program in each officer's assigned residence hall within the first 30 days of the Fall semester. (the number of attendees for each presentation shall be documented)
5. Reduce the larceny of bicycles by 15% for fiscal year 07/08 compared to 06/07.

Patrol fell slightly short of objective #1 (foot patrol) and objective #2 (suspicious person contacts). However, it should be noted that the bike unit conducted over 1206 hours of bike patrol on campus.

INTERNAL INNOVATION

Enhance the department's image as a leader among campus law enforcement agencies through a sharper, professional appearance, readiness, and progressive tactics related to critical incident response and the coordination of large scale events.

1. Receive mobile command vehicle by end of second quarter.
2. Develop protocols for maintenance and deployment by end of second quarter.
3. Conduct publicity campaign to include tours for department heads by end of third quarter.
4. Utilize in drill by end of fourth quarter.
5. Select a design development committee for changing exterior striping and emblem display for patrol vehicles.
6. Approve new design and coordinate development with current vehicle striping vendor.
7. Initiate gradual design change for all patrol vehicles.

Completed with the exception of objective #4.

2008/2009 GOALS AND MEASURES

Police

Goals	Measures
CUSTOMER SERVICE	
<p>Increase partnership between DPS, students, faculty, and staff focused on the continued goal of reducing bike larcenies and laptop computer larcenies</p>	<ol style="list-style-type: none"> 1. Identify Department funding for the purchase of 500 coupons defraying 50% of the cost of the purchase of bike “D” locks. 2. Identify a retail lock distribution source for coupon redemption. 3. Draft procedures and identify responsibility for the distribution of coupons during the bike registration process. 4. Design and initiate a COP Program that specifically addresses the issue of laptop computer theft. 5. Develop and post fliers with applicable information in areas that have large volume of student pedestrian traffic. 6. Reduce the larceny of bicycles by 5% and larceny of laptops by 15% for fiscal year 08/09 as compared to 07/08.
FINANCIAL PERFORMANCE	
<p>Reduce call for service expenditures due to responses to false burglar alarms and 911 hang-up calls by 10%</p>	<ol style="list-style-type: none"> 1. Analyze data of number of false burglar alarm and 911 hang-up calls for fiscal year 07/08 and determine associated costs based on NCJA standard call for service response time and average officer salary. 2. Identify locations with repeat incidents of occurrence and meet with staff members responsible for the area in question in order to coordinate training and/or C.O.P. program presentations by the end of the first quarter. 3. Develop form letter to be sent informing the responsible party of the incident’s occurrence by the end of the first semester.
CRUCIAL PROCESS	
<p>Conduct activities that enhance officer direct contact and interaction with members of the University community, and partner with the University community to protect the lives and property of the students, faculty, staff, and visitors to reduce crime and to solve problems related to crime, fear of crime, and quality of life issues.</p>	<ol style="list-style-type: none"> 1. Conduct 5,500 foot patrol hours. 2. Document 1,000 liaison contacts. 3. Conduct 250 community oriented policing programs to include a minimum of one larceny prevention program in each officer’s assigned residence hall within the first 30 days of the Fall semester (the number of attendees for each presentation shall be documented).. 4. Reduce the larceny of bicycles by 5% and larceny of laptops by 15% for fiscal year 08/09 as compared to 07/08.
INTERNAL INNOVATION	
<p>Upgrade the Department’s emergency 911 telephone system to ensure compatibility and redundancy with Orange Centrals 911 emergency telephone equipment.</p>	<ol style="list-style-type: none"> 1. Identify the emergency telephone equipment that meets the long term needs of UNC’s PSAP, such as Voice Over IP and “Command Post” technology. 2. Identify and secure bids from distributors capable in installing and maintaining the 911 telephone equipment. 3. Secure final contract and complete installation.

Fiscal Services Division

Wilhelmina Steen
Assistant Director
Phone (919) 843-5414

Staffing: 8 Permanent

The Fiscal Services Division consists of the following sections: Human Resources and Fiscal Management.

The Human Resource Section is responsible for facilitating all Human Resource issues of the Department including payroll, recruiting, employment, and leave maintenance.

The Fiscal Management Section is responsible for management of all financial areas of the Department. Duties include the proper maintenance and expenditure of funds, the receipt and proper accounting of all moneys received by the Department, and compliance with all business and financial policies of the University. Long range budgeting is also a crucial function of this section and includes planning to ensure that funding is available to support the University's Development Plan for parking as it relates to the overall Master Plan.

2007/2008 GOALS, MEASURES AND ACCOMPLISHMENTS

Fiscal

Goals	Measures	Accomplishments
CUSTOMER SERVICE		
<p>Implement TIM at DPS with minimal disruption to employees. Ensure that supervisors are fully trained since they will have greater responsibilities under Kronos system. Provide complete and frequent communication including employee participation in implementation process to minimize anxiety about change.</p>	<ol style="list-style-type: none"> 1. Participate in TIM Steering Committee to provide input about DPS preferences in TIM system and inform DPS Senior Staff of TIM direction and progress by July 1, 2007. 2. Serve as test site (one squad Dupont Officers) for 1st phase of Kronos implementation to ensure that system can handle DPS Dupont requirements. November 30, 2007. 3. Work with Kronos team to ensure that Special Events are integrated into new system including budget numbers, accounting, and billing. January 31, 2008. 4. Provide DPS Supervisors with training to ensure they understand and can fulfill their role in the Kronos system. Clarify supervisory responsibilities and work with supervisors one on one if needed for TIM proficiency. January – June, 2007 (depending on when dept-wide Kronos is implemented). 5. Provide continual information and assistance to employees throughout test site and departmental wide TIM roll-out including: formation & training of implementation committee; hands-on assistance first week or more of new system; quickest possible resolution of glitches and errors. June 30, 2008. 6. Report monthly on progress. 	<ol style="list-style-type: none"> 1. Done. On-going with meetings every two weeks. 2. Done. Started TIM “parallel” Monday, 5/12 and had 1st parallel pay period close on Tuesday, 5/27. Will move to TIM stand-alone after DPS and TIM feel that DPS is ready to do so, most likely after another two parallel pay periods. Thus far, it’s going better than expected. 3. Done. Looks like the most efficient way to handle “special events” (any time charged to other than home budget), is to keep the familiar paper process and enter that data into TIM. This means that DPS will continue to fill out paper time sheets for special events ONLY after we go live in TIM. 4. Done. All supervisors had 3 hours hands-on TIM training at AOB. This has been supplemented by one-on-one sessions as needed. Based on initial parallel pay period, supervisors have worked hard to understand the system and are generally very successful in using it. Supervisors often seemed overwhelmed after training, but are adjusting quickly as they actually use TIM. 5. In process. All employees have received TIM training individually or in small groups. Jackie Overton offered open TIM sessions where employees could drop in if they had questions. Frequent “supervisor” and “all DPS” emails plus creation of new TIM Manager email list to update DPS about TIM. DPS TIM Implementation Committee started meeting in Sept. 07 and meets every few weeks. 6. So far, so good. GO LIVE, policies, procedures and documentation planned for FY 09.
FINANCIAL PERFORMANCE		
<p>Review current building reserve allocation formula for police and</p>	<ol style="list-style-type: none"> 1. Review building reserves received compared to formula. August 31, 2007. 	<ol style="list-style-type: none"> 1. Done. Formula will not fund an FTE and UNC was funding below the formula level.

<p>compare to dollars received. Estimate future reserves receivable and determine whether building reserves will be adequate for needs, especially Carolina North. Lobby for increased police reserves if analysis indicates projected shortfall.</p>	<ol style="list-style-type: none"> 2. Understand formula differences for new buildings vs. renovations and what determines actual dollars received vs. formula. September 30, 2007. 3. Work with Facilities Planning to estimate building reserves as far into future as possible using estimates both from current formulas and actuals received, with particular attention to Carolina North. October 31, 2007. 4. Lobby for adequate building reserve funding if analysis indicates future shortage. April 30, 2008. 5. Report monthly on progress. 	<ol style="list-style-type: none"> 2. Done. Renovations are funded at a fraction of new buildings. Legislature decides on formula but they or others can re-set funding rate. FY 07 and FY 08 rate set at band minimum. 3. Done. Facilities Planning (F.P.) estimates reserves on a biennial basis. DPS now gets regular updates from F.P. to project what reserves will be received when. F.P. has also helped DPS determine when reserves are fractional and what non-personnel reserves are received. 4. Done. Analysis does indicate future shortage. The case has been made to use the band mid-point (\$41,031) rather than the current \$29,032, or the contributing market rate (“CMR”) of \$36,548 that Facilities was suggesting. We will continue to work with F.P. and urge use of an appropriate rate. 5. Completed.
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CRUCIAL PROCESS

<p>Prepare A/R business processes for T2 Flex and continue data clean-up for migration to Flex. Investigate how Flex will impact areas like web payments, credit card transactions, and direct transfers. Research T2 Flex accounting capabilities to determine how A/R business processes could be improved. Look at what archival data needs to be retained and how to store it outside of T2 Flex.</p>	<ol style="list-style-type: none"> 1. \$1.4M in A/R has been retrieved from collections and either transferred to SODCA/SEDCA or marked “uncollectible”. However, additional data clean-up areas remain such as: new round of NESTing; resolving temporary tags; eliminating duplicate vehicle registrations, etc. Data clean-up will be prioritized by greatest number of records affected. February 29, 2008. 2. Determine whether T2 Flex will support current methods of web payment, credit card transactions and direct transfers. If not, revise current methods to ensure T2 Flex compatibility. March 31, 2008. 3. Understand accounting advantages of T2 Flex and prepare to integrate them into A/R processes. April 30, 2008. 4. Work with UNC Internal Audit to prepare a paper trail from Powerpark to Flex that will meet UNC requirements. May 31, 	<ol style="list-style-type: none"> 1. Done. SODCA/SEDCA is now a regular component of A/R processes. Multiple data clean-up projects occurring in A/R on an on-going basis. Overall, A/R has decreased by more than half over the past 18 months, and avg days outstanding has shrunk from 180 to about 60. 2. Mostly done. We think we know that T2 Flex will work with our current systems. As with TIM, we cannot be certain until implementation actually occurs. 3. Mostly done. We think we know that T2 Flex will work with our current systems. As with TIM, we cannot be certain until implementation actually occurs. 4. On hold. Until we are further into the conversion process and have a more complete understanding or migration from PowerPark to Flex. 5. On hold. Until we are further into the conversion process and have a more complete understanding or migration from PowerPark to Flex. 6. Mostly done. A/R is about as cleaned up as possible. Items based on migrating to Flex on hold until we migrate.
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	<p>2008.</p> <p>5. Determine what archival data will be maintained outside Flex and how it will be maintained and accessed. June 30, 2008.</p> <p>6. Report monthly on progress.</p>	
INTERNAL INNOVATION		
<p>Identify equity and compression issues for non-sworn personnel and revise DPS Salary Administration policy if possible based on available funding</p>	<p>1. Review equity of current DPS non-sworn employees using HRIS reports and other sources. September 30, 2007.</p> <p>2. Review alternative salary calculation methods used within UNC and “average” education and experience percentages. October 31, 2007</p> <p>3. Identify costs of establishing equitable salaries based on various calculation methods and percentages. November 30, 2007</p> <p>4. Recommend and implement any feasible equity improvements. December 31, 2007</p> <p>5. Report monthly on progress.</p>	<p>1. Done. Analysis showed many sections of DPS with equity and/or compression issues, with significant problems in some areas.</p> <p>2. Done. Analysis compared current DPS salaries to 90%, 95% and 100% of UNC E7E based salary guidelines. Changing to UNC formula did not resolve all equity/compression problems but did greatly minimize them.</p> <p>3. Done. Costs ranged from \$250K to nearly \$1M depending upon which groups were included and what salary standard was selected.</p> <p>4. In process. UNC adopted career banding as of 4/1/08 which superseded these equity analyses. FY 09 goal is to create an equitable salary structure and process for DPS within the banding classification system.</p> <p>5. Goal revised for FY 09.</p>

2008/2009 GOALS AND MEASURES

Fiscal

Goals	Measures
CUSTOMER SERVICE	
Review and develop career banding at DPS.	<ol style="list-style-type: none"> 1. Identify employees who were walked over to an incorrect career banded classification by July 31, 2008. 2. Determine appropriate career band placement for incorrectly banded employees and submit requests to move positions to new classification. Ensure that requested classifications fit into overall DPS career banding framework by October 31, 2008. 3. Customize all banded positions to ensure placement and description are appropriate by January 31, 2009. For example, is a “journey” job actually a high, middle, or low journey. 4. Determine DPS salary policy under banding. Ensure policy provides for regular salary reviews if necessary by March 31, 2009. 5. Report monthly on progress.
FINANCIAL PERFORMANCE	
Finalize and document A/R write-offs.	<ol style="list-style-type: none"> 6. Finish SODCA/SEDCA write-off by November 30, 2008. 7. Document the dozens of clean-up/write-off projects that A/R has completed. Ensure documentation includes sufficient justification for the write-offs by January 31, 2009. 8. Create procedure documentation, flow chart and time line for new streamlined A/R processes by March 31, 2009. 9. Report monthly on progress.
CRUCIAL PROCESS	
Complete transition to TIM.	<ol style="list-style-type: none"> 1. Go live in TIM by July 1, 2008. 2. Develop DPS policies regarding TIM such as, when should Supervisors round and how much time, can they round, does DPS require/recommend use of time off request through TIM, what constitutes problem tardiness, etc. by October 31, 2008. 3. Document DPS TIM polices and practices by December 31, 2008. 4. Develop DPS tailored training materials for new employees and Supervisors, such as FAQ, etc. by February 28, 2009. 5. Ensure TIM administrators are fully cross-trained and proficient with special events process by March 31, 2009. 6. Report monthly on progress.
INTERNAL INNOVATION	
Stop issuing small refund checks.	<ol style="list-style-type: none"> 1. Determine more cost effective refund method for small refunds, such as PayOps maybe giving cash refunds on the spot by August 2008. 2. Determine a minimum level for check refunds depending upon results of #1 above, perhaps no checks for less than \$5. Ensure DPS desired minimum is consistent with UNC and State policy by September 30, 2008. 3. Publicize new refund methods and check minimums as needed, for example, signs at decks and/or description in parking ordinance by October 31, 2008. 4. Report monthly on progress.

Parking Services Division

Cheryl Stout
Assistant Director
Phone (919) 962-7136

Staffing: 70 Permanent
 21 Temporary

Parking and Transportation services are crucial to all those who work, live, and visit in the University community. The University's "Ordinance Regulating Traffic and parking on the Campus of the University of North Carolina at Chapel Hill" is adopted annually by the University's Board of Trustees pursuant to Chapter 116, Article 1, Part 6 of the General Statutes of North Carolina. It defines the general operations and policies of the transportation and parking system for the University. The following areas are covered under the ordinance: Parking (both normal and special events), Parking Permits and costs, Traffic, Enforcement, and appeals.

The primary purpose of the Parking Services Division is to provide all parking services to the University community, which is comprised of students, staff, faculty, and patients/visitors to UNC Hospitals, and visitors to campus in general. The Parking Services Division provides the following services:

- Registration and distribution of all credentials for vehicular parking on the UNC campus to all students, staff, and faculty
- Registration and distribution of all credentials for the Commuter Alternative Program (CAP) to all students, staff, and faculty
- Coordinate temporary parking assignments for all users, including visitor/conference parking
- Operation of all visitor parking facilities, which consists of 2600 spaces including decks and surface lots
- Collection and reconciliation of all in-person payments including revenues collected for citations, parking permits, visitor/patient parking, conference, meters, and special events
- Manage disability parking and transit requirements for students, staff, faculty, and UNC Hospital employees
- Provide students, staff, faculty, and patient/visitors with assistance and information on all parking/transit services to access campus
- Adjudicate appeals on approximately 12,000 citations submitted for review
- Provide parking services required to accommodate patient/visitors to UNC Hospitals and the Dental School
- Provide special event parking and transit services to facilitate conferences, athletic events, concerts, and other activities that occur on campus outside the normal business operations
- Provide marketing services and information to the University community regarding parking and transit services and special initiatives supported by the department

- Provide preventative maintenance and repair of all parking facilities and equipment utilized to operate parking system
- Provide review and comments regarding construction projects and their impacts to campus access
- Planning and coordination for capital projects initiated by the department

The Parking Services Division consists of Registration, Appeals, and Customer Service Section, Pay Operations Section, Special Events Section, Marketing/TDM Section, Parking Control Section, Facilities Maintenance Section, and Construction Liaison Section. The Assistant Director for Parking Services is responsible for the following sections and their duties:

The Registration, Appeals, Customer Service, and Special Event Section is responsible for the allocation and distribution of all permanent and temporary parking permits to employees and students as well as credentials for the Commuter Alternatives Program. This section is also responsible for processing in-person payments for citations, permits, coordinating the release of immobilized and impounded vehicles, and preparing daily deposits and the monthly ledger for revenue collections. This section reviews and responds to all submissions for parking citation appeals. Customer Service representatives staff the receptionist desk in the main lobby of the Department of Public Safety Building providing service to visitors and by answering all calls coming in through the general information lines. This section coordinates and communicates all special event transportation and parking arrangements requiring equipment, personnel, or transportation services for campus activities. This section is responsible for initiating billing for activities that require staffing or additional services, which result in fees. This section coordinates and updates the special event calendar and web site information to notify the University community of activities which impact transportation and parking access to campus.

Pay Operations Section is responsible for staffing all pay visitor and patient hourly parking areas located on campus. This section is responsible for processing payments and the collection of parking fees within pay lots, and providing directions and other pertinent information to general visitors and patients of the medical facilities. This section is also responsible for the collection of meter revenue on a weekly basis and processing the monies collected and preparing them for deposit.

Marketing/Transportation Demand Section is responsible for the production and dissemination of marketing materials related to parking and transportation services provided at the University. This section designs printed and electronic materials for publication, updates all information relative to parking and transportation services distributed by other campus departments, creates new publications when circumstances or services warrant, designs and creates marketing campaigns for specific initiatives undertaken by the department. This section is also responsible for preparing and delivering presentations to various campus groups, regional organizations, and national organizations regarding

transportation and parking services offered at UNC. This section is responsible for developing and implementing transportation demand strategies and programs to offer established and innovative alternatives to commuting and traveling throughout campus. This section is responsible for the Commuter Alternative Program for UNC and administration of the Zipcar Program. This section also participates in the review of transit services and communicates service needs and problems to the appropriate local and regional transit providers.

The Parking Control Section is responsible for the ensuring the rules and regulations outlined in the Ordinance Regulating Traffic and Parking at the University of North Carolina at Chapel Hill is followed. This section's responsibilities include the special event transportation and parking field operations. This section provides traffic direction, monitoring, and blocking to facilitate construction, emergencies, and other situations as they occur on campus. The Parking Control Section also provides a Motorist Assistant Program, which provides jump-starts and vehicle unlocks for those customers requiring services.

Facilities Maintenance Section is responsible for the maintenance and repair of all parking facilities on campus including parking meters, signs, pavement markings, gate equipment, parking decks, and surface parking lots. This section is responsible for maintaining cleaning services within parking deck structures as well as overseeing cleanliness of surface parking lots operated by the Department of Public Safety.

Construction Liaison Section is responsible for the coordination and communication of all transportation and parking services impacted relative to construction projects occurring on campus. This section is responsible for coordinating, managing, and communicating all information pertinent to construction projects initiated by the Department of Public Safety. This section is responsible for initiating capital repair projects for all parking facilities and commuting progress of work as well as budget and traffic and parking availability impacts.

2007/2008 GOALS, MEASURES AND ACCOMPLISHMENTS

Parking

Goals	Measures	Accomplishments
CUSTOMER SERVICE		
<p>Improve functionality of registration website for students and coordinators.</p>	<ol style="list-style-type: none"> 1. Complete review of site with IT support by end of September 2007. 2. Prepare design for implementation by December 2007. 3. Implement for students in April 2008 and May 2008 for Department Coordinators. 	<p>Completed</p> <ol style="list-style-type: none"> 1. Todd Arnold and Cheryl Stout participated in T2 meetings where various options for updating the registration site for the upcoming year were discussed. The registration processes will be a web-based interface at the Fkx conversion and is expected to be vastly improved over the current process. 2. Todd completed a new design for the student page in March 2008. UNC Legal reviewed the language that allowed us students to sign for their insurance and registration information with an online signature acknowledgment that eliminates the need for in-person review of documents. Fall addresses are now checked after the data is downloaded in the Fall. This greatly enhanced the process and eliminated delays in processing assignments. 3. University legal approved the implementation of an online signature for permit registration that will eliminate the need for students to bring in person, fax, or mail copies of vehicle insurance and registration. This will reduce manpower hours for registration process for students significantly and improve process greatly for students registering. Karen Cheek and Cheryl Stout met with new Student Body President and last year's parking representative to discuss student involvement in website review and process improvement for student registration. Todd Arnold updated both the Summer School and Fall registration processes to include the new website format as well as incorporating the online signature process approved via legal. Registration is currently underway with a fraction of the problems normally encountered with these processes.
FINANCIAL PERFORMANCE		
<p>Implement pay and display parking operation for Hwy. 54 to gain revenue without increased personnel expenses for after hours and during summer months.</p>	<ol style="list-style-type: none"> 1. Investigate available equipment and requirements to provide recommendation including cost savings and increased revenue projections by end of 1st quarter. 2. Develop budget for implementation of equipment by end of 3rd quarter. 3. Install and implement new operations by end of 4th quarter or by August 15th (new Ordinance begins). 	<p>Completed</p> <ol style="list-style-type: none"> 1. Cheryl Stout attended IPI Conference in Tampa in May 2007 to review available equipment for converting Hwy. 54 to a pay by space lot. Evaluated several units to determine suitability for UNC operations. Item is on agenda for discussion at monthly meeting with vendor scheduled for November 8th. 2. Currently reviewing available models for use in Hwy. 54 and on street parking (Country Club/Raleigh Rd.). Evaluating cost and operational requirements for these units with monthly meeting group. This may not be ready for an August

		<p>implementation – units will be carefully reviewed and observed operating in other University settings prior to UNC purchase and installation.</p> <p>3. Installation of unit planned for July 2008.</p>
CRUCIAL PROCESS		
<p>Begin implementation of new web-based version (Flex) of T2 parking software.</p>	<ol style="list-style-type: none"> 1. Maintain Flex implementation team meetings throughout 2007/2008 in preparation of Oct.-Dec. 2008 conversion. 2. Clean data in parking system and determine policies for data conversion to new system. Hire a temporary to complete assigned data cleanup by end of 4th quarter. 3. Provide monthly updates of implementation progress and end of year analysis. 	<p>Process Underway</p> <ol style="list-style-type: none"> 1. The DPS Flex implementation team is currently meeting on a bi-weekly schedule. The team consists of Connie Dean (project leader), Todd Arnold, Wil Steen, and Cheryl Stout. The following has been accomplished: <ol style="list-style-type: none"> a. T2 conversion survey is completed by respective areas and Connie is sending back to Diane Effinger (UNC-T2 Account Mgr.) b. A Business Analysis is being assigned to UNC to assist the Account Mgr. and DPS in conversion including evaluation of Best Business Practices. c. The T2Account Mgr. & Business Analyst are scheduled to come to UNC in September. d. Diane Effinger & Sharon, business analysis from T2 along with the Department of Public Safety Implementation Team participated in a half day meeting on 9/27 to review the system and develop an implementation strategy. Connie is currently working on pulling together all the information from the meeting with T2 reps. Diane will be forwarding Connie contract information so that we can solidify the implementation plan. e. Pricing & contract have been reviewed by the group and specific questions are being addressed. Upon resolution of DPS questions, contract & sole source letter will be implemented. f. T2 Implementation Team & T2 account reps. conducted a conference call & online demonstration of the mechanism that T2 currently has to handle allocations. They are to provide a play pass for IT and Cheryl Stout to review the functionality of this piece of the system. g. T2 completed Play Pass Training for T2 Flex for select members of the department to allow them access to explore system & prepare questions for vendor. h. T2 Implementation Team has reviewed and provided input on the contract for the software upgrade. Wil is working with purchasing to sole source software upgrade. Expect purchasing to approve and process in the next couple of weeks. i. Current schedule for implementation is as follows: <ul style="list-style-type: none"> Feb. & March – quote & contract confirmation. April & May – 2 months for purchasing process. P.O. signed in June
42		

		<p>June to Sept. – Flex implementation timeline estimated at 15 weeks.</p> <p>October – Go live!</p> <p>Schedule is likely to change based on current status of plan and the need for additional programming to manage the allocation process.</p> <p>2. A temporary employee has been working on data cleanup on the current system since January. IT Support has been overseeing the data cleanup.</p> <p>3. See #1.</p>
INTERNAL INNOVATION		
<p>Develop storage system for Department to house archived files as well as department equipment in newly created spaces in parking decks.</p>	<ol style="list-style-type: none"> 1. Review and update Retention Policies and Procedures and develop storage system for Department to house archived files. 2. Develop team that includes representation from each division to determine retention and storage needs by the end of December 2007. 3. Develop and initiate approval for changes to DPS Retention Policy plan by end of 3rd quarter. 4. Begin implementation and necessary work to implement retention and storage plan by end of 4th quarter. 	<p>Pending Availability of Storage Space</p> <ol style="list-style-type: none"> 1. N/A 2. Chief McCracken has assigned Capt. Bowler as Project Manager for process. The Chief will have remaining team members assigned by end of August. An initial meeting was convened by Capt. Bowler. It was agreed that individual reps. would come back to next scheduled meeting identifying current file storage needs. 3. N/A 4. N/A

2008/2009 GOALS AND MEASURES

Parking

Goals	Measures
CUSTOMER SERVICE	
Online registration for permits and CAP with first-come, first-serve format with direct mailing services for students.	<ol style="list-style-type: none"> 1. Communicate and develop with Student Government representatives by end of the 1st quarter to devise a plan for student distribution with a real time online system to enhance efficiency of distribution. 2. Prepare design for implementation by January 2009. 3. Implement for students in Spring of 2009 for the 2009/2010 Academic year.
FINANCIAL PERFORMANCE	
Implement pay-in-lane stations at Dogwood, ACC, and Morehead to reduce personnel payroll expenses and centralize remote cashiering for the operation.	<ol style="list-style-type: none"> 1. Develop financial analysis of payroll savings resulting from reduction in staffing requirements based on remote cashiering by end of first quarter. 2. Develop plan for installation of equipment and station to allow for remote cashiering in all lots by end of 2nd quarter. 3. Develop and implement policy and procedure associated with the control and audit of new system by 3rd quarter. 4. System tested and operational by 4th quarter.
CRUCIAL PROCESS	
Begin implementation of new web-based version (Flex) of T2 parking software.	<ol style="list-style-type: none"> 1. Maintain Flex implementation team meetings throughout 2008/2009 in preparation of 2009 conversion. 2. Provide monthly updates of implementation progress and end-of-year analysis of report.
INTERNAL INNOVATION	
Purchase and develop a maintenance software package to inventory and manage maintenance for all parking facilities and equipment.	<ol style="list-style-type: none"> 1. Investigate potential software availability that best meets the needs of maintenance operations of Parking Services by end of 1st quarter. 2. Develop plan to manage and maintain equipment inventory and maintenance data on all facilities by end of 3rd quarter. 3. Have maintenance software system fully operational by end of 4th quarter.

TRANSPORTATION PLANNING AND TRANSIT

Raymond S. Magyar
Assistant Director, Transportation Planner
Phone: 919.962.5028
Email: Ray_magyar@unc.edu

Staffing: 17 Permanent
 18 Temporary

The Transportation Planning and Transit Division is responsible for the review and comments on all new or renovated buildings and facilities on campus to assure adequate and safe access for pedestrians and vehicles. Vehicles include private vehicles, emergency (police, fire, ambulance) vehicles, service and delivery vehicles, construction vehicles, and bicycles.

It is also responsible for coordinating all construction projects on campus by assuring adequate and approved Traffic Control Plans are followed for both vehicles and pedestrians wherever roadways or pedestrian pathways are affected. This coordination includes obtaining Department of Transportation and Town road or lane closure permits, DOT Encroachment, Driveway, and Traffic Signal Agreements.

The Planning function is responsible for consulting with all departments of the University and Public Safety in matters where construction projects will impact parking spaces, parking lots, or transit and shuttle routes.

The planner also is the University's liaison to local and State governments and organizations. He attends meetings and committees as appointed by the Director or Chancellor's Office. These include the Metropolitan Planning Organization (MPO), the MPO Technical Coordinating Committee (TCC), Chapel Hill Bicycle and Pedestrian Committee, Carrboro Greenways Commission, the regional Short Range and Long Range Transit Planning Committees, and other on campus organizations as appointed (Carolina North, Commuting Cost Committee, etc).

The Planner also chairs the Transit Operations Committee and assists the Director at the monthly Pedestrian and Bicycle Safety Committee.

The Point to Point Shuttle System is operated by the Public Safety Department. It is independent of Chapel Hill Transit and is funded primarily from student funds. It provides a demand responsive shuttle system for employees, students traveling to the infirmary, and for all disabled persons. Emergency Rides are offered to persons using the off campus Park n Ride lots. At night the Point to Point operates a fixed route bus service around all destinations on campus from 7:00 PM until 3:00 AM seven days a week. It also provides shuttles to and from the airport for Fall and Spring breaks.

2007/2008 GOALS, MEASURES AND ACCOMPLISHMENTS

Transportation

Goals	Measures	Accomplishments
CUSTOMER SERVICE		
<p>Assure that all campus roads, streets, driveways, sidewalks, crosswalks, and wayfinding street name signs are safe and professionally maintained.</p>	<ol style="list-style-type: none"> 1. Identify stakeholders and schedule a joint meeting. 2. Establish standards for road repair (DOT and Town), crosswalk facilities, wayfinding signs, and post construction pavement restoration. 3. Determine responsibility for installation and on going maintenance. 4. Determine funding sources. 5. Implementation of a policy by 3rd quarter. 	<p>Have met with DOT, Town, Hospital, and other University staff on regular basis to discuss road repair issues. Both Town and DOT standards have been adopted for street repairs and are noted in construction contracts. A map and a printed list have been established identifying DOT, Town, and University roadways. Funding sources have been found to be little or none.</p>
FINANCIAL PERFORMANCE		
<p>Hire and train stand by student drivers and dispatchers for P2P to fill in for permanent employees that are on approved leave (sick, vacation, other). Reduce the accumulation of comp time by drivers and dispatchers.</p>	<ol style="list-style-type: none"> 1. Advertise, train, and hire at least 6 student drivers and dispatchers no later than September 2007. 2. Monitor approved comp time for drivers and dispatchers and note changes from month to month. 3. Reduce employee comp time balances. 	<p>Student drivers and dispatchers have been hired, trained, and scheduled on an as needed and stand-by basis. More will be hired in the Fall of 2008. Comp time has been reduced to zero for most P2P staff. Staff notified that comp time must be used first before vacation leave.</p>
CRUCIAL PROCESS		
<p>Address transportation issues for consideration in all new project design plans.</p>	<ol style="list-style-type: none"> 1. Attend project meeting at Facilities Services monthly or as scheduled. 2. Utilize Doc Check system more frequently to post recommendations concerning transportation issues (monthly or as they are transmitted). 	<p>All project meetings at the conceptual, design development, and final plan meeting stages have been attended by Ray Magyar. In addition, pre-construction and pre-bid meetings were attended to assure relevant transportation issues were addressed in the plans and the bid documents. Other comments are put on records via the Doc Check System.</p>
INTERNAL INNOVATION		
<p>Find and acquire new Park n Ride property in the identified corridors established by the Long Range Transit Plan Committees.</p>	<ol style="list-style-type: none"> 1. Work with Town or other transit agencies to acquire, fund, and operate needed park n ride lots. 	<p>The unproductive and costly BCX park and ride was eliminated which did reveal the need for improved bus service in the area. Other park and ride lots are being identified and explored where an existing transit service is available to serve the lot. Property evaluations revealed that land costs were prohibitive to purchase in the corridors needed.</p>

2008/2009 GOALS AND MEASURES

Transportation

Goals	Measures
Customer Service	
<p>Develop a plan for identifying and installing street name signs on the campus with the Carolina Blue design.</p>	<ol style="list-style-type: none"> 1. Perform a comprehensive survey of each intersection on campus to determine need and size of sign. End of 1st Quarter. 2. Renew agreement with Town for the manufacture and installation of street name signs on campus. End of 2nd Quarter. 3. Determine responsibility for on going maintenance of signs. End of 2nd Quarter. 4. Determine funding sources. Will be sought throughout the year. 5. Track all construction projects to assure sign replacement at end of project. Beginning of 1st Quarter.
FINANCIAL PERFORMANCE	
<p>Monitor and analyze ridership information for P2P, Hospital shuttles, CH Transit, and Triangle Transit to analyze and suggest more efficient routes and schedules including bus stops and pick up/drop off locations.</p>	<ol style="list-style-type: none"> 1. Gather and record ridership information at least quarterly for each transit mode. Beginning of 2nd Quarter 2. Survey and examine current and new transit and P2P stops for pick up and drop off of passengers. End of 2nd Quarter. 3. Suggest new or revised routes for transit at the end of the academic year (summer) for the following Fall. End of 4th quarter
CRUCIAL PROCESS	
<p>Address roadway and safety hazard conditions on all campus roadways.</p>	<ol style="list-style-type: none"> 1. Develop a formal process for reporting and requesting needed roadway improvements through UNC Public Works, the Town of Chapel Hill, and the NCDOT. End of 3rd quarter. 2. Track all roadway improvements and repairs made in UNC roadways by UNC, the Town, NCDOT, and by private contractors. Record dates, locations, and extent of work performed. Beginning of 1st quarter. 3. Work to include adequate roadway repair standards in all construction contracts let by the University. End of 4th quarter.
INTERNAL INNOVATION	
<p>Find and acquire new Park n Ride property in the identified corridors established by the Long Range Transit Plan Committees.</p>	<ol style="list-style-type: none"> 1. Survey possible Park n Ride lots along existing bus routes for appropriateness. End of 3rd quarter 2. Pursue agreement or lease with property owner for use. Market Park n Ride lot. As they are attained. 3. Monitor usage for continued use. As they are acquired.

Order of Management and Supervisory Authority

The order of management and supervisory authority within the Department is as follows:

Director	-	Chief of Police
Deputy Director		Deputy Chief of Police
Division Commanders	-	Captain or Civilian
Police Operations Executive Officer	-	Captain
CID Supervisor	-	Captain
Squad Supervisors/Assistant Supervisors		Lieutenant, Sergeant or Civilian

Civilian personnel assigned to positions of management and supervision have supervisory authority over all personnel directly assigned to their section.

The Director of Public Safety establishes lines of formal communication within the Department, commonly referred to as the "chain-of-command". In the absence of the Director of Public Safety, the following order of precedence for command authority for law enforcement/criminal justice services is in effect:

1. Operations Division Commander (Sworn Position, Rank of Lt. Colonel)
2. Executive Officer (Sworn Position, Rank of Captain)
3. Criminal Investigations Supervisor (Sworn Position, Rank of Captain)
4. On-Duty Watch Commander (Sworn Position, Rank of Lieutenant)

The commander given such authority will assume all necessary administrative duties of the position of Director of Public Safety.

Commendation and Complaint Procedures

The University of North Carolina at Chapel Hill Department of Public Safety is proud to provide modern, quality law enforcement, parking, and transportation services to students, faculty, staff and it's visitors.

The Department of Public Safety believes that feedback from the community we serve is important in improving its services.

The Department of Public Safety is sincerely interested in both rewarding above-average performance and in taking corrective action in those instances where an employee fails to meet our standards.

The following information provides methods for you to:

- Provide recognition for an employee whose work is considered worthy of praise; or
- Make a complaint against an employee who is believed to have acted improperly.

Citizen Commendation Procedures

To commend or compliment the performance of a University of North Carolina at Chapel Hill Department of Public Safety employee, notify a Division Supervisor, a Squad or Section Supervisor, or the Director by:

- Calling the Director of Public Safety at (919) 966-5730,
- Sending an e-mail to Chief Jeff B. McCracken at Jeff_McCracken@unc.edu,
- Coming in person to the Department of Public Safety located in the Public Safety Building 285 Manning Drive during the business hours Monday through Friday, 8 a.m. to 5 p.m.,
- Calling the Department of Public Safety's non-emergency number of (919) 962-8100, or
- Mailing comments to:
*University of North Carolina –CH
Department of Public Safety
The Public Safety Building
CB# 1600
Chapel Hill, NC 27599-1600*
- Visiting the Website at www.DPS.unc.edu.

When a commendation is received verbally, a UNC Departmental Awards Application will be completed and forwarded through the chain of command to the Director of Public Safety.

Letters of commendation from citizens are filed in the employee's personnel file. The police department and its employees appreciate the effort and consideration of concerned citizens who take the time to commend employee performance.

Citizen Complaint Procedures

It is the policy of the University Department of Public Safety to investigate all allegations and complaints of misconduct against any member of the Department. Proper adherence to the provisions of this policy will clear the innocent and facilitate prompt and equitable corrective disciplinary action.

1. A complaint against a Department of Public Safety employee may be made to any supervisor within the Department by writing, by e-mail, by telephone, or by coming to the Department of Public Safety located in the Public Safety Building.
2. The Department representative receiving the complaint will fill out a Department Complaint Report and promptly forward it to the Director of Public Safety or, in the Director's absence, the Deputy Director for assignment to an investigator.
3. Citizen complaints that allege criminal violations, corruption, excessive force, etc., are referred to the Professional Standards Commander. Citizen complaints that involve non-criminal, routine disciplinary action may be referred to the Squad or Section Supervisor for investigation or processing pursuant to University Human Resource guidelines.
4. A thorough investigative report will be completed and forwarded to the Director of Public Safety who will review the findings and make a final determination as to the action to be taken. Any disciplinary action taken against a member of the Department is confidential and will be kept confidential as required by state personnel law.
5. The Director or Deputy Director will notify the complainant of the disposition of an internal investigation.

The disposition of the complaints are classified as follows:

Proper Conduct

The incident occurred but was lawful and proper.

Improper Conduct

Evidence sufficient to prove the allegation was identified.

Insufficient Evidence

Evidence sufficient to prove the allegation was not identified.

Unfounded Complaint

Allegation was determined to be false or not factual.