August J. Washington
Associate Vice Chancellor and Chief of Police

Report Compiled by: Professional Standards Unit

Vanderbilt University
3/1/2016
# Vanderbilt University Police Department

## Table of Contents

- Vision and Mission Statement  |  Pg. 2
- Message from the Chief of Police  |  Pg. 2
- Core Values  |  Pg. 3
- Organizational Chart  |  Pg. 4
- Leadership  |  Pg. 5
- Patrol Operations Bureau  |  Pg. 6
- Auxiliary Services Bureau  |  Pg. 13
- Finance and Administration Division  |  Pg. 17
- Achievements and Highlights FY 2015 and 2016  |  Pg. 20
- Goals and Objectives  |  Pgs. 22 - 31
- Multi-Year Plan  |  Pg. 32
Our Vision
To support the mission of Vanderbilt University and the Vanderbilt University Medical Center by providing professional law enforcement and public safety services.

Mission Statement
The Vanderbilt University Police Department is a professional, service oriented law enforcement agency dedicated to the protection and security of Vanderbilt University and its diverse community.

To fulfill this mission we will:

- Deliver superior law enforcement services with integrity and pride.
- Respect and safeguard the dignity and rights of all individuals.
- Demonstrate respect toward the people we serve and one another to maintain an environment of trust.
- Develop partnerships with all segments of our community through effective communication and collaboration.
- Carefully select and maintain a well-trained, educated and professional staff.
- Accept individual responsibility and accountability for our actions.

Associate Vice Chancellor & Chief of Police August J. Washington

The Vanderbilt University Police Department’s priority is to provide excellent service to our community. We provide this support to Vanderbilt University and the Vanderbilt University Medical Center to aid in their continued excellence and progress in the fields of higher education, medical research and medical care. Our commitment to service propels us forward in our comprehensive public safety services. Vanderbilt University Police Department encompasses emergency preparedness, parking services and the police department.
Core Values

Our values, Professionalism, Partnership, and Pride, promotes service to the community, organizational integrity and professionalism at all levels. These values are continually communicated and incorporated into the department’s culture through training and defined performance expectations.

Professionalism

The Vanderbilt University Police Department strives to achieve professional accountability at the highest level. VUPD is the first and only university police department in the state of Tennessee to achieve triple accreditation, illustrating the University's commitment to safety, professionalism, and our mission of becoming a model of excellence in campus policing.

Partnership

The Vanderbilt University Police Department is committed to maintaining mutual trust and a cooperative relationship with the community we serve. Furthermore we embrace the importance of effectively working as a team both internally and externally.

Pride

The Vanderbilt University Police Department proudly upholds the law enforcement code of ethics and provides service to our community in an honest, impartial, and faithful manner.
Commitment to Target Staffing

In an effort to minimize the possibility of victimization and maximize personnel, the Vanderbilt University Police Department has designed a staffing plan that is specifically tailored for our unique environment. This concept called “Target Staffing” requires every patrol assignment zone to be staffed at all times. To achieve this commitment, supervisors fill the priority zones for their precinct and collaboratively interchange additional personnel for assignment to zone locations that are under-staffed or that need staff for directed patrol for crime suppression. This teamwork driven concept allows officers to gain valuable experience working at different locations.
Vanderbilt University Police Department Leadership

August Washington
Associate Vice Chancellor and Chief of Police

Vacant

Honey Pike
Assistant Chief of Police

Mike Bannon
Director
Finance and Administration

Rick Burr
Major Support Services

Davis Strange
Major Auxiliary Services

Greg Robinson
Major University Campus Precinct

Charles DeFrance
Major Medical Center Precinct

Vivienne Irizarry
Major One Hundred Oaks Precinct

Johnny Vanderpool
Director Emergency Preparedness

Tracy Owens
Director Parking Services
Patrol Operations Bureau

Assistant Chief of Police
Honey Pike

**Major Greg Robinson** – University Campus Precinct
2800 Vanderbilt Place Nashville, Tennessee 37212

**Major Charles DeFrance** – Medical Center (VUMC) Precinct
2800 Vanderbilt Place Nashville, Tennessee 37212

**Major Vivienne Irizarry** - One Hundred Oaks Precinct
719 Thompson Lane Nashville, Tennessee 37204
University Campus Precinct

The University Campus Precinct consists of a Precinct Major, 1 Captain, 1 Lieutenant Crime Prevention and Community Relations, 2 Criminal Investigation Lieutenants, 30 commissioned police officers and 24 non-commissioned Community Service Officers. Officers are divided into 3 Shifts; Day (7 am – 3 pm), Evening (2:15 pm - 10:15 pm), Night (9:45 pm – 7:45 am).

The University Precinct is divided into 7 primary police officer zones to provide maximum coverage:

- Zone 20 – Supervisor
- Zone 21 – West Campus/Medical Center Dr. (Outside of Hospital)
- Zone 22 – Middle/Interior of Campus
- Zone 23 – The Commons/Peabody/East Campus
- Zone 24 – Greek Row Officer
- Zone 25 – Greek Officer/Western Campus Perimeter
- Zone 26 - Campus Perimeter/Crime Suppression

Community Services Officers (CSO) - Community Service Officers are unarmed, uniformed security officers that supplement police officer staffing. CSO’s respond to security related calls for service inside and around the campus, as well as conduct high visibility security patrols:

- Zone 61 – College Halls of Kissam – Mobile and foot patrol (24/7)
- Zone 62 – Vanderbilt Law School (Monday – Friday 5:00 pm – 9:00 pm)
- Zone 63 – Highland Quadrangle (Daily 9:45 pm – 7:45 am)
- Zone 64 – University School of Nashville (Monday – Friday 7:00 am – 10:15 pm)
- Zone 65 – Commons/Village at Vanderbilt – Mobile and Foot Patrol (24/7)
- Zone 66 – West/Middle/East Campus – Mobile and Foot Patrol (Sunday – Saturday 9:45 pm – 7:45 am)
**Contract Security**

- All non-Greek, campus residence hall entrances are staffed by contract security officers between varying night time hours. Additionally, several have a daytime post during the week.
- The four Student Centers (Sarratt, College Halls, Jacobs Hall and the Commons Center) are staffed by contract security officers during varying hours.

**Directed Patrol Assignment**

- Directed Patrol assignments are given daily by the Shift Supervisor, based on specific concerns, and request for extra patrol. These assignments are given due to occurrences on or near campus, and to provide a visible presence for crime deterrent.

**General Information**

- The University campus covers 330 acres of land.
- There are over 200 buildings on the campus.
- Over 12,000 students Undergraduate and Graduate are enrolled.
Vanderbilt University
Medical Center Precinct

The Medical Center Precinct consists of a Precinct Major, 1 Captain, 1 Lieutenant Crime Prevention and Community Relations, 2 Criminal Investigation Lieutenants, 29 commissioned police officers and 77 non-commissioned Community Service Officers. Officers are divided into 3 Shifts; Day (7 am – 3 pm), Evening (2:15 pm - 10:15 pm), Night (9:45 pm – 7:45 am).
The VUMC Precinct is divided into 5 primary police officer zones to provide maximum coverage:

- Zone 30 – Supervisor
- Zone 31 – VUMC Adult Emergency Department
- Zone 32 – VUMC Monroe Carell Jr. Children’s Hospital Emergency Department
- Zone 33 – VUMC Interior Law Enforcement Response Officer and Secondary Officer in Adult Emergency Department
- Zone 34 - VUMC Interior Law Enforcement Response Officer and Secondary Officer in Pediatric Emergency Department

Community Services Officers (CSO) - Community Service Officers are unarmed, uniformed security officers that supplement police officer staffing. CSO’s respond to security related calls for service inside and around the Medical Center, as well as conduct high visibility security patrols and provide traffic mitigation:

- Zone 41 – Vanderbilt University Hospital interior foot patrol (also Medical Center East)
- Zone 42 – Critical Care Tower (24/7)
- Zone 43 – Monroe Carell Jr. Children’s Hospital Interior foot patrol (24/7)
- Zone 43 C - Security Checkpoint – Monroe Carell Jr. Children’s ED metal detector (24/7)
- Zone 44 – Traffic VUH-ER (M-F) East /Central Garage Areas (traffic) 6:45 am – 5:00 pm. Garage patrol 5:00 pm - 10:15 pm
- Zone 45 – Traffic The Vanderbilt Clinic (Valet Area) (M-F) South Garage/VA Drive Area (traffic) 6:45 am – 3:30 pm. Garage patrol 3:30 pm – 10:15 pm.
- Zone 46 – Garage Mobile Patrol (M-F) Day shift East, Central, South and West Garages (M-F 6:45 am – 10:15 pm)
- Zone 47 – Vanderbilt University Medical Center 10 North Trauma Unit (24/7)
- Zone 48 – Vanderbilt University Medical Center Psychiatric Transition Unit (24/7)
- Zone 48 D - Security Checkpoint – VUMC Adult Emergency Department metal detector 24/7
- Zone 49 C – Chestnut / Lot 127 Mobile Patrol

**Security Measures**

**Key Alert/Lockdown** - When staff members become aware of a potential security threat arriving at the emergency department they initiate a “key alert”. This effectively locks the unit down until the seriousness of the threat can be determined. VUPD then collaborates with staff members to assess the threat, and initiate an appropriate response.

**Security Risk Indicators (SRI)** – Patients that pose a potential security risk are assigned either a “no information status”, (meaning the general public cannot receive information about an individual), or are admitted under an alias name. This information is entered into the patient’s records with a security risk indicator. VUPD officers review a census of these security risk patients on a daily basis and physically check for the patient’s presence.
The One Hundred Oaks Precinct consists of a Precinct Major, 1 Captain, 2 Lieutenants; Investigations and Community Relations, 10 commissioned police officers and 8 non-commissioned Community Service Officers. Officers are divided into 3 Shifts; Day (7 am – 3 pm), Evening (2:15 pm - 10:15 pm), Night (9:45 pm – 7:45 am).

The One Hundred Oaks Precinct is divided into 4 primary police officer zones to provide maximum coverage:

- **Zone 50** – Supervisor. Patrols entire footprint, with concentration on high visibility exterior patrol to include retail lots and clinic patrol. Responsible for numerous administrative duties.
- **Zone 51** – Entire facility patrol with primary concentration on the South retail and Rear Staff parking areas and clinics.
- **Zone 52** – Entire facility patrol with primary concentration on the North retail and Flex Staff parking areas and clinics.
- **Zone 53** – Directed patrol for problem areas and used as target staffing for other precincts when needed. (Target staffing for Friday and Saturday evening shift during peak shopping/movie/restaurant times, concentration is retail/commercial high visibility interactive patrol.)

Community Services Officers (CSO) - Community Service Officers are unarmed, uniformed security officers that supplement police officer staffing. CSOs respond to security related calls for service inside Vanderbilt Health at One Hundred Oaks as well as high visibility security patrols of parking lots:

- **Zone 56** – 1st Shift Pharmacy (Melrose Pharmacy).
- **Zone 57** – 2nd Shift Pharmacy (Melrose Pharmacy).
- **Zone 58** – Interior Clinic Patrol.
- **Zone 59** – Directed patrol for problem areas as well as parking lot and retail patrol.
* Exterior doors to Vanderbilt Health at One Hundred Oaks are controlled by electronic card key access. The doors are programmed so that employees of the clinic are only granted access during their scheduled work hours. There are 115 cameras that monitor and record the exterior and interior of the clinic/retail areas. Three are Pan/Tilt/Zoom capable. Seventeen (17) high profile ‘Blue Light’ phones are strategically placed in the parking lots of the complex to facilitate quick police notification and response to emergencies.

**Additional Security Measures**

- Exterior doors to Vanderbilt Health at One Hundred Oaks are controlled by electronic card key access. The doors are programmed so that employees of the clinic are only granted access during their scheduled work hours.
- There are 56 cameras that monitor and record the exterior and interior of the clinic/retail areas.
- One Hundred Oaks has 17 high profile Blue Light phones strategically placed in the parking lots of the complex to facilitate quick police notification and response to emergencies.

**General Information**

- Vanderbilt Health at One Hundred Oaks employs approximately 1200 staff.
- There are 55 clinics and departments at Vanderbilt Health One Hundred Oaks that see over 1900 patients a day, with some clinics seeing patients on Saturdays and evenings.
- The Comprehensive Care Center, a non-profit community outpatient facility for treating HIV patients, is located in the office tower area, along with Nashville Pharmacy.
- The Vanderbilt Health area houses a full service pharmacy, a mail order specialty pharmacy, and the billing and collection services for Vanderbilt Medical Group.
- The One Hundred Oaks shopping mall covers 56 acres and houses 17 business operations. The business properties include four restaurants, a bank, and a 27 screen “retro” movie theater complex.
Auxiliary Services Bureau

Major Davis Strange – Special Operations Division
115 28th Avenue South Nashville, Tennessee 37212

- Lieutenant Jerry Bradley - Training
- Marty Wright - Law Enforcement Systems Unit
- Lt. Mark Stannard – Special Events Unit
- Sgt. Tiffany Alexander – Background Investigations
- Rachel Harbin – Administrative Assistant

Major Rick Burr – Support Services Division
111 28th Avenue South Nashville, Tennessee 37212

- Lt. Jon-Michael McDaniel – Accreditation and Compliance Unit
- Sarah Lanier – Records
- Anjelica Armstrong – Communications Unit
- Lt. Steven Engstrom – Dignitary Responsibilities & Contingency Planning Unit

Tracy Owens – Parking Services Division
2800 Vanderbilt Place Nashville, TN 37212

Johnny Vanderpool – Emergency Preparedness Division
111 28th Avenue South Nashville, Tennessee 37212
**Staffing and Facility**

- The Auxiliary Services Bureau personnel are assigned to three facility locations: 115 28th Avenue South (Support Services Annex), 2800 Vanderbilt Place (Campus / VUMC Precinct), and 111 28th Avenue South (VUPD Headquarters).

- The Auxiliary Services Bureau includes four divisions: Support Services, Parking Services, Emergency Preparedness and Special Operations

- Under each division there are different units.

<table>
<thead>
<tr>
<th>Support Services</th>
<th>Parking Services</th>
<th>Emergency Preparedness</th>
<th>Special Operations</th>
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<tbody>
<tr>
<td>Accreditation/Cler	Compliance</td>
<td>Vandy Vans</td>
<td>Operations</td>
<td>Training/Quartermaster</td>
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<td>Records</td>
<td>Communications</td>
<td>Support</td>
<td>Special Events</td>
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<td>Dignitary Responsibilities/Contingency Planning</td>
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<td>Emergency Preparedness</td>
<td>Law Enforcement Systems</td>
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<td>Background Investigations</td>
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</tbody>
</table>

- **Communications Unit**
  - The Unit is staffed and operated 24/7 with a minimum of three Communications Officers.
  - The Communications Center is located on the first floor of the VUPD Headquarters building.
  - Maintains all emergency and non-emergency communications including 911 calls.
  - Monitors the Video Patrol program
    
    - When suspicious activity is observed the Unit dispatches officers to investigate
    
    - Monitors high risk areas during incidents to assist officers
    
    - COs identify needed camera repairs and notify appropriate personnel
  - Monitors the intrusion / panic alarms systems
  - Monitors the Blue Light emergency phones
o Social Media Monitoring

- **Emergency Preparedness Division**
  - Assigned personnel are available between the hours of 8:00 am – 5:00 pm. The Emergency Manager is available and on-call to respond to emergencies after normal operating hours.
  - The Emergency Preparedness Division is located on the first floor of 111 28th Avenue South.
  - The Emergency Preparedness Division incorporates two separate areas of focus:
    - Emergency Preparedness for VUPD and Campus
    - Fire Safety and Training

- **Law Enforcement Systems Unit**
  - Assigned personnel are available Monday-Friday 8:00 am – 5:00 pm. This Unit is located in the Support Services Annex Building
  - Assists ITS in maintaining VUPD computer systems, alarms, AED’s and phones
  - Manages the VUPD Video Patrol camera initiative
  - Assists our Information Technology Services (ITS) Department in maintaining VUPD computer systems, alarms, cameras, AED’s and phones
  - Manages all portable electronic devices and crime mapping software

- **Professional Standards Unit** (Accreditation & Compliance)
  - Assigned personnel are available Monday-Friday 8:00 am – 5:00 pm. The Professional Standards Unit is located on the first floor of 111 28th Avenue South.
  - Maintains the department’s three voluntary accreditations
    - Commission on Accreditation of Law Enforcement Agencies (CALEA)
    - International Association of Campus Law Enforcement Administrators. (IACLEA)
    - Tennessee Law Enforcement Accreditation (TLEA)
  - Maintains and updates departmental policies.
  - Ensures departmental compliance with Clery requirements and publishes the Annual Security Report
  - Maintains all official reports and documents pertaining to police operations
- Maintains and documents all statistics for VUPD pertaining to police matters on campus
- Submits crime reports to the Tennessee Bureau of Investigation (TBI) following required guidelines.
- Maintains the Early Intervention System (EIS) and internal investigations records. If an employee is involved in several incidents such as Use of Force in a short time period the assigned supervisor will review the incidents as a whole.

- **Special Events Unit**
  - Assigned personnel are available Monday-Friday 8:00 am – 5:00 pm. The Special Events Unit is located on the first floor of 115 28th Avenue South.
  - Plans and coordinates all special events on campus
  - Manages officer overtime, documentation and billing processes

- **Fleet Services and Quartermaster Unit**
  - Assigned personnel are available Monday-Friday 8:00 am – 5:00 pm. This Unit is located in the Support Services Annex Building.
  - Maintains all uniform, supplies, and equipment to include fleet and emergency.
  - Responsible for vehicle maintenance, repair and equipment

- **Training Unit**
  - Maintains and controls all critical need training mandated by the state and local law enforcement entities.
  - Maintains all training documents and certifications

- **Parking Services**
  - Maintains and sell permits for parking on university property
  - Coordinates with university departments for special event parking
  - Operates the Vandy Van student transportation system

- **Dignitary Responsibilities/Contingency Planning**
  - Responsible for contingency planning for VIP events
  - Responsible for protective services for VIP’s
  - Conducts special investigations at the request of the Office of the Chief of Police
Finance and Administration Division

Director of Finance and Administration
Mike Bannon

Shirley Hiltz – Manager

Missy Morrison – Senior Accountant

Veronica Ballenger – Administrative Manager

Karen Rollins – Administrative Assistant

Office of the Chief and Support Administration

Cora Mitchell – Senior Executive Secretary

Doris Bell – Administrative Assistant
Staffing and Facility

- The Finance and Administration Division and Office of the Chief are located on the second floor at 111 28th Avenue South. One administrative support position is assigned to 2800 Vanderbilt Place.

- The Finance and Administration Division is staffed with four (4) civilian personnel consisting of 1 Director, 2 Managers, and 1 Senior Accountant. The Office of the Chief and Administrative Support is staffed with 1 Sr. Executive Secretary and 1 Administrative Assistant.

- Staff is assigned to the day shift and operates from their assigned area.

- The Finance and Administration Division and the Office of the Chief are responsible for:
  
  o **Financial** matters including budget planning and construction, purchase approval, tracking expenditures and insuring appropriate funding source, preparing quarterly reports and projections, preparing supporting documents for new program funding requests, procurement of goods and services, accounts payable and receivable

  o **Human Resources** including management of a complex recruiting, selection and hiring system for police personnel, community service officers, communications officers and civilian staff that insures compliance with all applicable laws, practices and standards for each position; annual performance evaluation program; consultation and guidance to supervisors related to performance issues of subordinates; annual issuance of department identification cards; compliance with institutional Conflict of Interest policy
- **Time and attendance** including management of more than 150 hourly employees biweekly payroll; electronic time sheet submittal and review; overtime analysis; compliance with compensation policies; leaves of absence process and documentation management including FMLA, military, bereavement, and personal time off (scheduled or unscheduled).

- **Facilities** management of 5 buildings/locations including major renovation projects, upkeep and repair, office relocations, phone moves and changes, secure access management.

- **Administrative support** for headquarters to include meeting coordination, special event host and planning (i.e., retirements, Crime Stoppers and other special occasions), phones and greeting guests. Responsible for assisting with various projects for the Chief and Assistant Chief, and distributing department issued cell phones and I-Pads.
Achievements and Highlights FY 2015 and 2016

One Hundred Oaks Precinct Community Programs

The environment at One Hundred Oaks is vastly different from other campuses in that there is daily interaction with customers who may be patients, shoppers/employees/management of the retail shops and VUMC employees. This large clinic area is not only utilized for medical purposes but also has a thriving shopping mall and a multi-screen theater. This unique environment has led the precinct team to identify alternative methods for interacting and delivering their message about crime prevention and personal safety measures through “positive personal contacts”. A variety of programs including staffing informational kiosks at the theater and inside the mall to distribute child safety products, distributing “Shop Smart”, “Park Smart”, and “Unsecured Property” cards to individuals to alert them to potential risk, and crime prevention luncheons have all resulted in increased personal contacts with the community. As these positive personal interactions and programs have increased, the crime rate has decreased.

Accreditation

The Vanderbilt University Police Department successfully achieved reaccreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) in 2015, the International Association of Campus Law Enforcement Administrators (IACLEA) in 2016 and the Tennessee Law Enforcement Accreditation (TLEA) in 2014. These achievements provide not only a system of internal checks and balance for best practices and procedures, but also demonstrate to the community our goal of excellence as a campus police department.

IACLEA Conference

In the summer of 2015, VUPD hosted the annual International Association of Campus Law Enforcement Administrators Conference at the Gaylord Opryland Hotel. There were more than 530 campus public safety leaders and 100 exhibitors at the conference. It was one of the most attended IACLEA conferences to date.
Emergency Preparedness Division

In continued efforts to increase the level of safety and effectiveness to manage emergency situations, the department established the Emergency Preparedness Division (EP). EP is dedicated to preparing for and managing all emergency situations including severe weather, large special events, dignitary visits and major criminal activity requiring EOC activation. Efficiency in the utilization of the Incident Command System (ICS) model. EP has worked with the university departments in the Division of Administration and has successfully developed emergency operations plans for these departments. EP launched a new mobile safety smart phone application for the Vanderbilt community called SafeVU. SafeVU allows the community to better communicate with VUPD. With SafeVU you can call, text, send photos or videos directly to the VUPD Communications Center.

Criminal Investigations Unit – Information Sharing

There has been an increase in collaboration and information sharing between the patrol precincts and the investigative unit with positive results. Through weekly and sometimes, daily BOLO’s, (Be On the Look Out), CIU has successfully made cases and arrests resulting from information provided at roll call to Community Service Officers, Police Officers, Communication Officers and others in our community. VUPD Criminal Investigations Unit is now under the supervision of the precinct Major. This will allow better communication and support between patrol and investigations. Two (2) investigators are assigned to medical center, two (2) to the university campus and one (1) to One Hundred Oaks.

Crime Prevention and Community Relations

VUPD has created three new positions relating to crime prevention and community relations at the end of 2015. These three (3) VUPD Lieutenants are assigned to the medical center, university campus and One Hundred Oaks. Each Lieutenant is responsible for addressing specific crimes in their area and finding solutions to minimize such crimes. Also, they establish a positive rapport with the community area they serve to present educational programs.
Goals and Objectives

Annual and Long-Term Goals

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

Annually prior to the start of the new fiscal year, the department’s goals and objectives are reviewed by executive leadership. Our “Multi-Year Plan” is foundational for the on-going self-evaluation of service and process improvements. This plan is published annually and is reviewed and updated based upon the benchmark reports.
## Goals and Objectives for FY2016

<table>
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<tr>
<th>Goal</th>
<th>Objective</th>
<th>Status</th>
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<tbody>
<tr>
<td>1. Obtain approval, purchase and replace current university-owned radio system to improve safety of officers and as they respond to calls of service.</td>
<td>Improve safety of officers with better and more reliable communication</td>
<td>In Progress</td>
</tr>
<tr>
<td>2. Obtain approval to purchase and replace the current Computer Aided Dispatch (CAD)/Records Management system to enhance service ability and improve accountability of CAD and record entry.</td>
<td>Enhance service ability and improve accountability of CAD and record entry</td>
<td>In Progress</td>
</tr>
<tr>
<td>3. Develop protocol for notification to the Associate Vice Chancellor and Chief of Police of enterprise construction, acquisitions or changes that may require a security risk assessment or operational mitigation plans. Emergency Preparedness to establish a “Camera Committee” to continuously assess construction projects on campus to determine lighting, camera and card access needs.</td>
<td>Improve communication and protocol for enterprise construction, acquisitions or changes that may require a security risk assessment or operational mitigation plans</td>
<td>In Progress</td>
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<td>4. Evaluate the overall operation of VUPD organizational structure for optimal efficiency, via an internal consultant.</td>
<td></td>
<td>In Progress</td>
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| 5. Replace all contract security posts within the Medical Center and create and fund a new position of “Security Services Manager” to improve the overall level of security and provide oversight to the Community Service Officer program. | Improve the level of security and service to the medical center  
• Add oversight of the CSO program | Partially Complete / Next Phase Scheduled for FY17 |
<p>| 6. Develop resource binders for each dormitory and academic building with basic information for emergency planning and preparedness. | Provide VU staff/faculty and students an emergency response guidebook that will be used as a guide in the event of an emergency | Completed |
| 7. Achieve CALEA (Commission on Accreditation of Law Enforcement Agencies) reaccreditation. On-site assessment is scheduled for July 2015. | Obtain VUPD’s reaccreditation through CALEA | Completed |
| 8. Develop a server lifecycle program in conjunction with VUIT so that VUPD has a replacement plan and schedule to replace Video Patrol NVR’s (recorders) as they reach the end of their life cycle, reducing the fiscal impact of large sum costs for server replacements. | Stagger Video Patrol Recorders, as they reach their end of life, for replacement to meet budgetary needs | In Progress |
| 9. Prepare and submit a formal proposal and obtain approval for the Relocate Communications to a new location; improving their space and | Goal Suspended Indefinitely. Technology and licensure prevented |</p>
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<thead>
<tr>
<th>10. <strong>Exchange all VUPD duty weapons with the Glock Generation IV model.</strong></th>
<th>Replace existing handguns for officers with newer model</th>
<th>Completed</th>
</tr>
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<tbody>
<tr>
<td><strong>11. Obtain approval and implement the “Big Voice system, an indoor/outdoor notification system.</strong></td>
<td>Communicate with the Vanderbilt Community in an emergency situation more efficiently</td>
<td>Moved to FY17</td>
</tr>
<tr>
<td><strong>12. Obtain approval to purchase the “Social Sentinel” social media monitoring system.</strong></td>
<td>Be alerted to and predict threats to Vanderbilt's community and property in social media.</td>
<td>Completed</td>
</tr>
<tr>
<td><strong>13. Submit proposal and obtain approval to relocate Parking Services to VUPD Headquarters at 111 28th Avenue South.</strong></td>
<td>Relocated Parking Services into a VUPD building</td>
<td>Completed</td>
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<tr>
<td>Goal</td>
<td>Objective</td>
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</tr>
<tr>
<td>1. Develop and host multiple Vanderbilt community severe weather</td>
<td>Community training for emergency preparedness</td>
<td>In Progress</td>
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<td>awareness/storm spotter classes.</td>
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<tr>
<td>2. Develop a Campus Emergency Response Team (CERT).</td>
<td>Community training for emergency preparedness</td>
<td>In Progress</td>
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<td>3. Procure and implement a web/cloud based emergency planning tool.</td>
<td>Better organization and involvement with department emergency operations</td>
<td>In Progress</td>
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<td>plans with stakeholders</td>
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<tr>
<td>4. Obtain approval and implement the &quot;Big Voice&quot; system; an indoor/</td>
<td>Improved technology for emergency communications</td>
<td>In Progress</td>
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<td>outdoor notification system.</td>
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<td>5. Enhancement and further development of University diversity and</td>
<td>Improved community relations with Vanderbilt’s diverse community</td>
<td>In Progress</td>
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<tr>
<td>inclusion efforts through partnerships and outreach.</td>
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<td>6. To increase the effectiveness of the One Hundred Oaks Emergency</td>
<td>Improved preparedness for emergencies at One Hundred Oaks</td>
<td>In Progress</td>
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<tr>
<td>Operations Center.</td>
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<tr>
<td>7. Develop and implement a retention program for</td>
<td>Support CSO’s with increased upward mobility</td>
<td>In Progress</td>
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<tr>
<td>Number</td>
<td>Task Description</td>
<td>Goal</td>
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<tr>
<td>8.</td>
<td>Upgrade the current parking system to enable a permit free parking system for students and employees.</td>
<td>Improve technology in parking enforcement</td>
</tr>
<tr>
<td>9.</td>
<td>Develop and evaluate Vandy Van policies and procedure and develop a training program to ensure IACLEA standards are met.</td>
<td>Adjust policy to conform with accrediting standards</td>
</tr>
<tr>
<td>10.</td>
<td>Purchase, Implementation and curriculum development of the “Ti” Use of Force Training Simulator.</td>
<td>Improve officer training on use of force situations</td>
</tr>
<tr>
<td>11.</td>
<td>Approve and implement a patrol rifle trainer(s) certification plan.</td>
<td>Improve officer equipment for an active shooter scenario</td>
</tr>
<tr>
<td>12.</td>
<td>Install, configure, implement and train personnel on the SunGard computer aided dispatch and records management system.</td>
<td>Improve communication between Computer Aided Dispatch and Record Management System</td>
</tr>
<tr>
<td>13.</td>
<td>Install, configure, and implement the replacement of the 800 MHz trunked radio system for Vanderbilt University.</td>
<td>Improve radio communications</td>
</tr>
<tr>
<td></td>
<td>Project Description</td>
<td>Improvement Area</td>
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<tr>
<td>14</td>
<td>Replace audio logging recorder for radio system and dispatch phone lines.</td>
<td>Improve audio record management</td>
</tr>
<tr>
<td>15</td>
<td>Revise and implement a system for staffing large scale events, whereas personnel are assigned to the event as much in advance as possible in order to alleviate last minute staffing issues.</td>
<td>Improve special event staffing needs</td>
</tr>
<tr>
<td>16</td>
<td>Revise and update the pedestrian &amp; vehicle emergency egress plan for large scale events such as concerts, athletic events/games, and any other event that may benefit from a mass egress plan.</td>
<td>Improve special event patron management</td>
</tr>
<tr>
<td>17</td>
<td>Replace all department issued communication devices to include cell phones and tablets. The current contract has expired.</td>
<td>Update technology for personal communication</td>
</tr>
<tr>
<td>18</td>
<td>Replace the 2011 EZGO Special Events golf cart.</td>
<td>Update vehicle for special events and campus travel</td>
</tr>
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<td>19</td>
<td>Replace five (5) patrol issued shot guns.</td>
<td>Keep firearms current</td>
</tr>
<tr>
<td>20</td>
<td>Retirement and replacement of one (1) Explosive Detection Canine.</td>
<td>Keep current K-9 operations fully functional</td>
</tr>
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<td></td>
<td>21. Develop an Emergency Operation / Evacuation Plan for the Communications Center and assigned personnel, in the case of severe weather or other emergency.</td>
<td>Better emergency preparedness for the Communications Center</td>
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<td>22. Implement and coordinate report writing training for departmental patrol supervisors.</td>
<td>Improve informational recording by officers</td>
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<td></td>
<td>23. Implement and coordinate the departmental Meeting on Accreditation and Compliance (M.A.C.).</td>
<td>Improve accreditation and compliance process</td>
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<tr>
<td></td>
<td>24. Coordinate the necessary training required for the department accreditation manager to acquire the status of a CALEA mock assessor, to enhance the accreditation unit efficiency and effectiveness.</td>
<td>Improve department accreditation and compliance through training</td>
</tr>
<tr>
<td></td>
<td>25. Design and implement an updated database to track, document and record Clery crimes.</td>
<td>Improve Clery statistical management</td>
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<tr>
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<td>26. Review and complete application of VUPD Communications (dispatch) accreditation through CALEA.</td>
<td>Achieve accreditation in communications</td>
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<td>27. Complete staffing efforts of the communications center.</td>
<td>Completely staff the communications center</td>
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<td></td>
<td>28. Funding and approval for one additional position for communications.</td>
<td>Improve staffing stability for the communications center.</td>
</tr>
<tr>
<td>Goal</td>
<td>Objective</td>
<td>Status</td>
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<td>----------------------------------------------------------------------</td>
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<tr>
<td>1. Purchase and implement technology to replace current T2 mobile</td>
<td>Continue with the multi-phase goal of converting Parking Services to a permit less system and upgrade technology for faster information sharing with parking officers in the field.</td>
<td>N/A</td>
</tr>
<tr>
<td>enforcement for Parking Services</td>
<td></td>
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<tr>
<td>2. Achieve official Accreditation of the VUPD Communications Center</td>
<td>Start the process and achieve the initial accreditation for VUPD's communication center.</td>
<td>N/A</td>
</tr>
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<td>through CALEA</td>
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<tr>
<td>3. Official reorganization and transition of the Vanderbilt University</td>
<td>Expand the level of services to the Vanderbilt community by creating the department of public safety with police, security, emergency preparedness and parking services.</td>
<td>N/A</td>
</tr>
<tr>
<td>Police Department to the Vanderbilt Department of Public Safety</td>
<td></td>
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</tbody>
</table>
Multi-Year Plan

Enterprise Population and Building Growth

Student, faculty/staff, visitor, and patient population are expected to continually increase throughout the enterprise. In the summer of 2016, we will see the finalization of the split between Vanderbilt University and Vanderbilt University Medical Center. This change from one to two separate legal entities with different purposes poses some staffing level changes to each separate entity and VUPD. The split will allow for more expansion in the medical center to adapt to the changing medical care climate. VUPD is expected to grow in numbers, specifically in the CSO ranks to accommodate the expanding medical center. Also with the completion of one of the FY16-FY17 goals of eliminating contract security in the medical center for VUPD Community Service Officers, we will see an increase in non-sworn personnel. VUPD will still serve University Campus, Medical Center, and One Hundred Oaks with law enforcement and security services. The new construction of the Engineering and Sciences Building, adjacent to Olin Hall, is anticipated to be complete in August 2016. This will further enhance Vanderbilt’s research capability.

Anticipated Workload and Personnel Levels

VUPD has seen a significant rise in staffing levels in 2015. This trend is continued to plateau in 2016. Over 2015, we have seen a high increase in non-sworn personnel at VUPD. There are multiple factors to contribute this increase to:

- Vanderbilt Traffic and Parking has transitioned to Vanderbilt University Parking Services and now resides in Vanderbilt University Police Department. This change has added new Community Service Officers that are assigned a zone of parking enforcement. VUPD also added the non-sworn support staff for Parking Services.
- VUPD Parking Services is now fully responsible for maintaining and operating the
student transportation system, Vandy Vans. This increased the number of CSO’s assigned to Vandy Van Safety Officer that drive the passenger vehicle.

- VUPD had a FY2016/FY2017 goal of eliminating contract security in the medical center in favor of VUPD CSO’s. This goal will be completed in the spring of 2016. This goal required an influx of CSO’s to fill those zone assignments. This increase is a result of enterprise separation and population levels.

These changes have greatly increased our personnel levels, but these changes should slow down as we approach the legal separation of Vanderbilt University and the Medical Center as the processes for the split are coming to fruition.

Due to the workload for the legal separation, VUPD has split two units based on their service area. Criminal Investigations Unit is now split into three areas based off the precinct they serve with investigators assigned to each precinct. There are two detectives assigned to the campus, two assigned to the medical center and one assigned to One Hundred Oaks. Also, VUPD has assigned a lieutenant to each precinct for community relations and crime prevention. There is one Lieutenant responsible for Crime Prevention, Community Relations and Compliance for campus, one for the medical center and one for One Hundred Oaks.

An evaluation of our Accreditation and Compliance Unit was done after our 2015 reaccreditation with CALEA. It was determined that the workload should be splintered into multiple segments spread throughout the department. The formation of Compliance with Titles or meeting acronym (Meeting on Accreditation and Compliance – M.A.C.) was done in 2016. M.A.C. includes 12 people from the department and each person is a leader in the area they work. The group has individuals from Chief’s Suite, Administration, Campus, Medical Center, One Hundred Oaks, Criminal Investigations, Training, Communications, Emergency Preparedness, Parking Services and more. This group is managed by the Lieutenant in Professional Standards and supervised by the Major in Professional Standards. The group assists the Accreditation Manager with improving workflow, proofing, current processes, policies and practices.

**Capital Improvements and Equipment**

At the present time VUPD is operating key functions and mission critical areas with systems or equipment that cannot provide fundamental information to meet routine and compliance needs. During the next two to three years, VUPD's goal is to replace these systems as outlined below:
- Computer Aided Dispatch (CAD) / Records Management System (RMS) – FY 16 - $340,000
- Upgrade Police Radio System – FY16 – $1,500,000
- Duty Weapon Upgrade – FY 16 - $35,000 (Completed)
- Communications Center Accreditation – FY 17 - $4,000
- Web & Cloud based emergency planning tool – FY17 - $68,000
- Indoor/Outdoor audio emergency notification system – FY17
- Replace handheld parking enforcement tool and transition to permit less parking system – FY17 through FY18 – Phase I $15,125
- Ti Use of Force training simulator – FY17 - $45,000
- Replace audio logging recorder for the Communications Center – FY17 - $210,000