





Public Safety Task Force Committee Recommendations



UNIVERSITY
OF NEVADA
• Reno



Recommended By: Facilities Services
Environmental Health and Safety
Parking and Transportation Services
Student Services
ASUN



May 18, 2005

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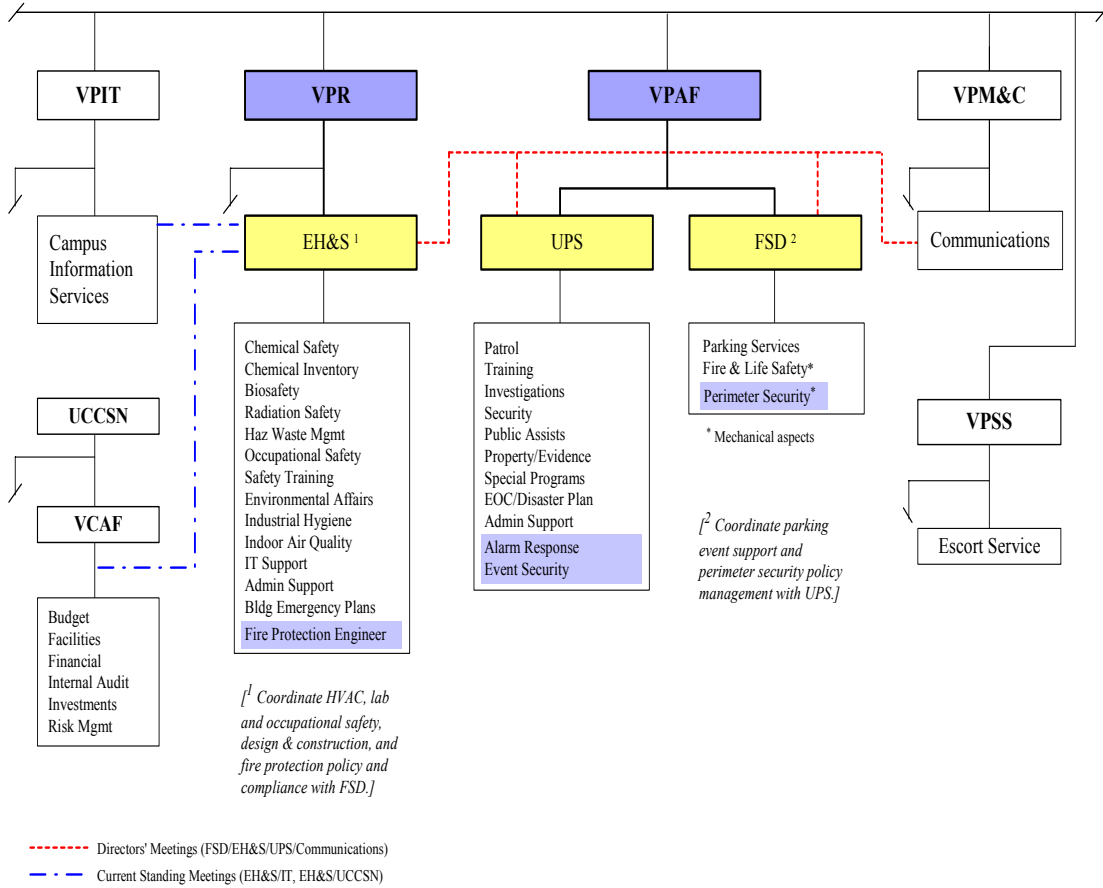
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Public Safety Task Force Committee Recommendations

The Public Safety Task Force Committee was convened in the Spring of 2005 to examine the organization of the various public safety and security related entities on campus and to make recommendations to best organize and administer our public safety and security units to provide the optimal safe environment for the campus community. The task force was requested to:

Identify units on campus that may be considered to have responsibility for promoting public safety and security on campus.

Explore ways that activities are administratively organized at peer and aspirant institutions listed in the 2002 University Strategic Plan.

Indicate factors concerning the organization of public safety and security units that help the university to optimize the following:

- A healthy, safe and secure environment on our campus
- An integrated/holistic approach to administering our public safety functions
- Synergies in the functions and activities undertaken by public safety units
- Administrative efficiencies in the management of those activities

The Public Safety Task Force examined functions of the following campus entities:

- University Police Services (UPS)
- Parking and Transportation Services
- Escort Services
- ASUN Security
- LEC Events Security
- Residential Life – Resident Safety, Perimeter Security
- EH&S - Building Emergency Plans, Hazardous Waste Asbestos Policy, other Environmental Policies/Training
- Facilities Services (FSD) - Perimeter Security, Fire and Life Safety, Research/Laboratory Chemical Hoods, Ventilation, Asbestos Abatement

These entities were examined to provide group members with an understanding of their various functions and how they may or may not have a direct responsibility for promoting public safety and security on campus. Once a clear understanding of the functions and responsibilities of each entity was gained, it became apparent that there are sound reasons for the current organization of most functions. While each entity examined has a responsibility to provide safety policies and ensure they are being followed, it is the Police Department and the Security entities that have a direct responsibility for promoting public safety and security on campus.

We recommend that a Department of Public Safety (DPS) be established on campus to improve police and security functions. We felt that, as a political subdivision of the state, it would be

instructive to look at how the State of Nevada is configured to meet public safety needs. As defined in Title 40, NRS 439-461, the definition of Public Safety:

“includes functions related to enforcement of laws, crime investigation, fire and life safety, security and other crime prevention efforts.”

We concur with this definition and recommend that the University of Nevada’s Public Safety Department include the same functions defined by the State of Nevada. Specifically, the University Police Department’s name should be changed to the Department of Public Safety and the role of the department should be expanded to encompass direct responsibility for all security provided on campus (functions previously or currently performed by ASUN and LEC). As the one-card system is established on campus, the responsibility of programming perimeter security systems, developing and enforcing policy, and reinforcing perimeter security access should be under the direction of the Department of Public Safety.

The Director of Public Safety should work with all departments affected in jointly developing the policies relating directly to public safety and security issues. This will result in improved communications between entities, noting that any current deficiencies in communication are not a result of an unwillingness to work together. We all recognize the importance of having sound safety policies in place and making sure those policies are being followed and we want to work together to ensure the optimal safety of the campus community. Incorporating additional departments within the Department of Public Safety will not necessarily result in better lines of communication.

It is recommended that the directors of the Department of Public Safety, Environmental Health and Safety and Facilities Services, and Communications (see organizational chart) meet regularly to share information and perspectives, develop policies and discuss functions that are coordinated among these departments. The committee should begin by developing policies to tie these departments together functionally, and clearly define “how” communications and functions will work. This committee should report to the VPR and VPAF .

The following summarizes discussions pertaining to entities that should remain in their current reporting status:

- Escort Services should continue to report to the Vice President of Student Services. The ASUN President and Director of ASUN explained why this department works well reporting to Student Services. The service primarily serves students but also the university community in general and is funded by ASUN and Student Services and there are policies in place that ensure the safety of those who are being escorted. Employment necessitates thorough DMV and past employment reference check when escort personnel are hired and policy requires that two escort service employees work together at all times, while escorting. Operational guidelines of the Escort Service are currently being formatted into operational policies and procedures.

- Residential Life – Resident Hall safety functions should continue to report to the Vice President of Student Services. The functions of the individual who is responsible for Resident Hall safety appear to be more effective as presently operating and do not appear to match well with a Department of Public Safety. Perimeter Security issues will be coordinated with the Department of Public Safety.
- EH&S should continue to report to the Vice President of Research. EH&S has important roles related to both VPR and VPAF functions. However, there appears to be a more critical relationship with VPR due to policy requirements of laboratory safety, chemical control, hazardous waste, and research, in general. There are other elements of EH&S that relate directly to DPS and FSD, but as indicated, these can be addressed by improved communications and development of policies.
- Parking and Transportation Services should continue to report to the Assistant Vice President for Facilities Services. The coordination of campus construction projects, parking structures, and parking facility maintenance requires daily coordination and communication with Facilities Services staff. The department works very effectively in its current organizational structure.
- Perimeter Security and Fire and Life Safety should remain organizationally under the Facilities Services Department with the need for revised policies to improve communication and functions that are coordinated between DPS, EH&S, LEC, and Residential Life. As the one-card system is established on campus, the responsibility for programming/monitoring perimeter security systems and issuing perimeter security access should report to the Department of Public Safety.

The Goals and Objectives of a Department of Public Safety (DPS) should include:

- Foster communication within the DPS
- Improve communications regarding safety and security issues with the campus community
- Crime prevention – Establish procedures to reduce crime
- Crime Investigation
- Provide policing of campus
- Enforcement of laws
- Provide security for the campus, including special event security
- Establish and enforce perimeter security policies
- Establish and enforce building key policies
- Issue building access cards when the one-card system is effected
- Establish and enforce general campus safety policies
- Coordinate severe weather warnings and communications
- Monitor/Respond to alarms – fire, burglary, perimeter security
- Maintain an emergency operations center to deal with major emergencies

The following chart represents the organization of various departments within the peer institutions listed in the 2002 University Strategic Plan.

Institution	Combined Services				
	Police	Security/Escort	Parking	EH&S	Fire
Colorado State	X		X		
Iowa State University	X	X	X		
University of Arizona	X	X			
University of California – Davis	X	X			
University of Colorado – Boulder*	X	X	X		
University of Nebraska – Lincoln					
University of Utah*	X	X			
Washington State University*	X	X			X
* Recognized as “Department of Public Safety”					

As reflected in this chart, it is very common for Security functions to be combined with the Police functions at other institutions, but it is not common for Parking Services and EH&S functions to be combined with Security and Police functions. This is consistent with larger scale studies that have been conducted.

The scope of responsibility for parking operations on most campuses has changed drastically over the years to include the management and provision of campus parking structures, campus shuttle programs, alternative transportation programs, and increased responsibility for maintenance of campus parking facilities. As campus growth necessitated changes in the scope of responsibility of parking operations, most campuses separated the functions of Police and Parking Services to allow autonomy of each department, recognizing that each department performed very different functions.

Administrative Efficiencies

There are no duties that two different departments are performing, except in cases where the reason for such synergy is to provide the optimal safe environment for the campus community.

Refer to the attachments for more specific information pertaining to each department and their efficiencies. The attachments also include information in response to specific recommendations listed in the Proposal provided by Police Services.

Additional Information - Parking and Transportation Services

The Parking and Transportation Services Department is a service organization and not an enforcement agency. It is operated like a business and it has a \$4.3 million annual budget. The department is responsible for the management and maintenance of campus parking facilities that provide over 9,000 parking spaces valued at over \$50 million. Duties performed by Parking and Transportation Services employees do not relate directly to the safety of the public.

The management philosophy of the Parking and Transportation Services Department is one of “service” and “education”. Parking functions are conducted in a highly service-oriented manner. All parking personnel have a strong customer service background. Continuous customer service training is provided to ensure that the operations of our department are performed in a positive manner. We strive to provide customers with a number of options to assist them with their parking related concerns. There are many policies in place to ensure that the issuance of citations is performed in a manner that serves to educate the campus community. For example, the first time any vehicle is found parked improperly on campus, the vehicle is provided a courtesy notice rather than a citation. The courtesy notice informs individuals of the parking regulations and where a parking permit can be purchased. Last year, approximately 15,000 courtesy notices and/or warnings were issued instead of citations.

Reporting to Facilities Services allows the Parking and Transportation Services Department to effectively coordinate campus construction projects that impact parking and shuttle services, the construction and maintenance of parking structures, and maintenance of paved parking areas. Daily coordination and communication between Parking and Transportation Services staff and Facilities Services staff needs to occur in order for these functions to be coordinated to ensure minimal disruption to the campus community. The department works very effectively in its current organizational structure.

The two departments have worked very closely together to construct three parking structures over the past eight years. As the University continues to build academic facilities in paved parking lots, we will need to continue to construct parking facilities on campus. Coordination of construction, as well as management of parking facilities, requires an excellent and frequent working relationship among parking and facilities services staffs.

Because the functions of the University Police Department and the Parking and Transportation Services Department are mostly dissimilar, there is not a need for daily communications between these two entities. Police and Parking Services employees communicate to discuss issues of common interest and prior to each special event held on campus to ensure that traffic control is coordinated. Both departments currently work cooperatively and effectively together.

On-campus traffic control for special events is the only function that Parking Services personnel perform that directly relates to the safety of the public. Parking Services began

providing this service to assist Police Services years ago because Police Services did not have sufficient staff to perform this function in addition to on-street traffic control and event security. However, this could change in the future. While we certainly do not mind assisting the Police with this function, if the Police Department expands to a Department of Public Safety and hires security personnel, it may be appropriate for them to assume traffic control responsibilities on campus. Parking Services personnel would continue to staff parking lots during special events to ensure access for special permit holders.

There were statements made in the Police Department's Public Safety Proposal that we would like to address:

- It is indicated in the proposal that University Police Officers conduct the “same enforcement” as parking staff. However, police officers only write parking citations for safety related concerns. They do not write general parking citations for violations of campus policies such as vehicles not displaying parking permits, parking at expired meters, and parking in incorrect zones. The current policy works well because it allows police to focus on safety related issues i.e. speeding, crime investigations, etc. While Police Officers may write parking citations for safety concerns, Parking Services staff do not have the authority to write citations for violations of the law. The duties of police officers and parking service monitors are dissimilar.
- The proposal indicates that with regard to UNLV, “the combination of police and parking services appears to work well. The resources for both departments are streamlined to offer more efficient and accountable services”. When the Police and Parking Services Departments were separated at UNR eighteen years ago, the decision made both departments more efficient and accountable. The separation allowed police officers to focus on the safety of the public rather than issuing parking citations and it allowed parking staff to focus on improving and expanding the parking services on campus. The separation also improved accountability because it allowed the parking budget to fund only parking related expenses and it improved the campus community's perception of both departments.
- The proposal indicates that at UNLV, parking officers are trained by the Police Department to conduct traffic control after events on campus. In the Public Safety Task Force Meeting, Parking Services informed Police Services that Parking Services is always willing to receive traffic control training and would appreciate such an opportunity. Departments do not need to be combined for this to occur.
- The proposal indicates that Parking Services pays ASUN Security to provide one person to patrol the campus parking structures at night while this function is already provided 24/7 by the police department. The decision to hire ASUN Security to provide increased security in the parking structures was made with input from the former Chief of Police and was done because Police Officers cannot provide consistent routine security patrol of the structures due to the nature of their jobs. The arrangement with ASUN Security increased security in the structures

during night time hours providing a safer campus environment. A similar arrangement needs to be made with the DPS now that ASUN is no longer providing security services.

- The proposal indicates that a function found to overlap with Police Services is the Motorist Assistance Program. The Motorist Assistance Program is provided by Parking Services until 7:00 p.m. and then by the Escort Service after 7:00 p.m. The service is coordinated between the two departments and our Motorist Assistance phone number rolls-over to the escort phones after 7:00 p.m. The Police Department's proposal indicates that police officers are available to help provide assistance at any time. Although this may be the case, generally police officers call Parking Services when they come across a person in need of a vehicle assist so that parking staff can provide the assistance. This keeps the police officers available to handle security and safety related issues.
- The proposal indicates that "with combined departments, radios could be purchased in bulk and all departments would be compatible for communications". However, it is not necessary to combine departments in order to purchase radios in bulk and have all departments on a compatible communication system.
- The proposal indicates that combining departments would offer lower costs through standardization of equipment, training and uniforms and that employees could be cross trained to work different functions to offer more efficiency to the campus. Additional information is needed to evaluate the above statement. It is not clear what type of equipment or training could be standardized. Each department performs very different functions and has different equipment, uniform and training needs. Cross training of personnel already occurs within each department and it would not be appropriate to cross-train across the different departments.

The following are potential problems with the idea of including the Parking and Transportation Services Department with the Department of Public Safety:

There is a glaring concern that there would be co-mingling of budgets. The Police Department is state-funded, while the Parking and Transportation Services Department is fully self-funded. On many campuses that have both parking and police functions reporting under the same administrator, there is a proclivity to utilize parking funds for police related expenses. This occurred on our campus several years ago when the Police and Parking Departments were combined. The use of parking funds for police-related expenses would inappropriately result in the campus community paying more to park on campus. If this were to occur again on our campus, public relations problems would arise.

There is also a concern that Parking Services would lose important communication links with the Facilities Services Department. We currently attend weekly staff meetings and project coordination meetings that foster communication and support among departments. Our staffs communicate on daily basis regarding everything from maintenance issues to budget issues. In the current structure, there is a great support system between our

departments. There is also a checks and balance system in place with regard to the Parking and Transportation Services Budget. The Facilities Services Accountant provides review of the Parking Services Budget.

Another concern we have with reporting to an administrator with a law-enforcement background, is that the customer service philosophy would eventually change to an enforcement-oriented philosophy. When the parking service department reported to the Chief of Police years ago, this was the case. Warnings were not issued – only citations could be issued. The citation issuance process was viewed as a way to increase revenues. Very few citations were voided and frequent complaints were received at the President and Vice-President level.

We are concerned that the Public Safety Administrator would eventually want to change the duties of parking service monitor positions to include security-related functions to assist the Police Department. This idea was proposed by Police Services three years ago. We have two concerns with this:

- Parking service monitor positions are very different from security positions. Individuals with a strong customer service background are selected for these positions, often coming from the world of retail. Individuals interested in security positions generally have a criminal justice background. It is easier to train those with a strong customer service background to understand our philosophy of “when in doubt.....don’t!” Those with criminal justice backgrounds tend to have difficulty with this policy. Our parking service monitors are trained to be “ambassadors” of the university. They assist individuals with directions, vehicle assistance and parking concerns. They are attired in polo shirts with our department logo so that they appear “approachable”. Molding these positions into security positions undermines the goal of providing parking services in a friendly, non-militant, and service-oriented manner.
- Parking Service monitors perform duties that assist the Parking and Transportation Services Department. In addition to providing courtesy notices and citations to vehicle parked incorrectly, they provide back up assistance to the campus information center, back up assistance to the shuttle service, manning of parking lots for daytime and evening campus events, vehicle assistance to campus members and parking lot maintenance during the summer. If security-related duties were added to the parking service monitor’s scope of responsibility, they would not be able to assist the Parking Department in the capacity that they currently do. As a result, duties that need to be performed for Parking Services would receive less attention and we would need to hire additional parking service monitors to keep the level of service where it should be. The final result of this action would be increased cost to parking permit holders for police benefit.

In conclusion, The Parking and Transportation Services Department appreciates the current organizational structure which allows us to operate in the most effective and efficient manner. We also appreciate the great working relationship that we have with Police Services and we will continue to strive to maintain this great working relationship.

The eight peer institutions were contacted to gain insight regarding the pro's and con's of the organizational structure of their Police and Parking Services functions. The following comments were offered:

University of Arizona

They are separate departments.

Tony Daykins, Chief of Police for the University of Arizona said that he was extremely happy with the separation of Police and Parking. He explained that the two departments are dissimilar in functions "Police are state certified and enforce the law where Parking needs to focus on garages, event parking and permit sales to create their own revenue source." He continued to say "There is not a lot of public safety involved in parking."

Patrick Cass, the Director of Parking and Transportation at the University of Arizona, felt the same way. He said that "Parking is not what it once was years ago....it has become a business."

Colorado State University

They are combined.

Chief Dexter Yarbrough at Colorado State University said they had just merged parking and police as of February 1st 2005. At first it was a challenge but now it is extremely profitable for the police department because they can tap into parking revenue.

Mike Rose is the Commander of Parking at Colorado State University and said he was very unhappy that the Vice President decided to place parking under the police department. He explained that the two departments have different objectives and that the Police Department is geared more to enforcing rules and are more black and white, where Parking is in the gray area and tends to be more lenient and customer service related. The Chief recently implemented a full background check on all parking personnel, including students, which he feels is ridiculous. He also said that \$280,000 of the Parking budget goes to Police Services, which covers their "overhead." He also said "I've been A director of parking a long time and I know eventually this will not work and we will split again."

University of California, Davis

They are separate departments.

Clifford Contreras the Parking Director from UC Davis said that Parking and Police were split in 1987 and it was the best thing that ever happened. When Police was over Parking, parking issues such as alternate transportation and shuttles became a secondary issue of importance to the Police and therefore didn't thrive. "If you want your Parking program to thrive than you need a dedicated person for that. If not, your program will not excel it will just exist."

Iowa State University

They are combined.

The Director of Public Safety Jerry Stewart said that there are 2 issues in which he feels that it is important that Parking and Police are combined. 1) Funding – Because the Police needs additional funding and Parking has the dollars and 2) Image-because enforcement needs to be one group and not various agencies. “I do feel that Parking can work efficiently placed under Facilities Services or Public Safety. When Parking is dealing with signage or maintenance then it’s smart for them to be placed under Facilities. For things like events and enforcement, I think that the better place for the Parking Department is under Public Safety. I think either way would work.”

University of Utah

They are separate departments.

The Director of Parking Alma Allred said that combining Police and Parking would be a “public relations nightmare.” Parking is perceived as a very negative department, why would the police want to take on that role? He also said that Parking is no longer about citations, it’s about service. Lastly, combining Police and Parking could have a negative effect on Police in the fact that the legislature could cut off funding to the Police Department because now they are using parking dollars.”

University of Nebraska, Lincoln

They are separate departments.

The Director of Parking Dan Carpenter said that his department is administrative whereas police is punitive. “We have totally different agendas” He also said that the money they receive from citations and permit sales all go to the bond debt of their garages. There is no money left for anything else.

Washington State University

They are separate departments.

John Shaheen, the Director of Parking said that he thinks that Parking and Police should be two separate entities. “Many campus law Enforcement managers are not able or willing to give the needed attention to directing parking and transportation operations. Conversely, do you want your chief law enforcement officer to be distracted by this function? It WILL take a considerable amount of his or her time. We have been separated from Public Safety for about 5 years. We have really grown in the auxiliaries business culture and it would be extremely difficult to go back. I report to an Associate Vice President for Business and Finance. We still work closely with the police since we ultimately report to the same VP. I do not know of any large institution that once they moved parking and transportation out from under the Police, then subsequently put it back there again.”

University of Colorado, Boulder

They are combined.

The Director of Parking was not available for comment

Additional Information - Environmental Health and Safety

Public Safety Task Force meetings have been very informative. Member representatives considered for inclusion into a new administrative unit proposed by Police Services have presented eloquent and compelling cases for the best administrative structures needed to allow success of their professional services in support of the University mission. The unanimous opinion of the invited group on this matter is testament to the quality of communication that occurred under the guidance of the Vice Provost. Due to better mutual understanding of services provided, the sense of the evaluation process moved from predictable defensiveness to a positive solidarity and clear understanding that communication among groups can and will be improved whenever complementary issues arise.

The EH&S Department is fully supportive of efforts to improve communications among administrative support units and has offered numerous proposals to that end through strategic planning, request for review by the UPC and by reorganization of the safety advisory committee system. Previous EH&S calls for improved communications among support groups were based not on recommendations to increase administrative authority through bureaucratic means, but to increase formal opportunities to share information and perspectives across administrative lines. It is clearly evident from those efforts that communication must be a three-dimensional, two-way process and reporting lines, *per se*, are wholly unreliable mechanisms for ensuring communication and coordination.

Change is uncomfortable, even for those who would benefit. Because of this, change agents are normally quick to identify benefits for the affected in order to quell the natural tendency of skepticism. In the Task Force process, no specific benefits of extensive reorganization were suggested and none were identified through weeks of extensive discussion. The evaluation process did reveal numerous ways that reorganization would diminish administrative effectiveness of participant groups and the process eventually led to a strong consensus that the proposed reorganization was unlikely to improve communication or coordination of primary tasks performed by constituents. Abundant opportunities to improve communication on topical issues exist within current structures and remain only to be exploited. Leadership reinforcement and movement toward policy development strategies will motivate support group communications and coordination in flexible and responsive ways that need not be hampered by the addition of another administrative level.

It was mentioned frequently during discussions that lack of University policy on various topics may be the source of the perception that support groups aren't communicating well. If University standards and rules were formalized and documented, all support groups would have the same understanding and expectations, and would work towards the same final goals and objectives. The representatives of this proposal have expressed complete support and willingness to contribute to the creation of standard University policies which would provide improved guidance to all administrative support groups.

Task Force discussions in meetings, and among participants between meetings, have reinforced the fundamental universal concept that EH&S programs must provide internal oversight in operational areas that may impact health and safety of people and the environment. It is critical, as was recognized in the Second District Consent Decree order that led to major administrative reassignments in 1995, that the EH&S program must report

directly to the president or a vice president in order to assure adequate working levels of autonomy and credibility. Recognition of the value of internal oversight accounts for the ongoing EH&S and Research Division strategic plan proposals that EH&S create a fire protection engineer position to assist with regulatory compliance in laboratory buildings while supporting the existing Fire and Life Safety program managed by the FSD. Other oversight relationships between FSD and EH&S currently exist and have been formalized in written agreements.

The State of Nevada defines **Public Safety** to include functions related to enforcement of laws, crime investigation, fire and life safety, security and other crime prevention efforts (NRS 480). This explains the conventional public understanding that the unit's assignment is to provide police and fire services. The State distinguishes **Public Health and Safety** to include functions related to risk management of hazardous materials that could have health or environmental impacts (NRS Title 40). These assignments account for the scope of responsibilities of EH&S programs, many of which respond directly to State regulations. The public, including the University of Nevada, Reno (UNR) community, recognizes the long-standing programmatic and administrative division of responsibilities between the two sets of "safety" functions.

Among UNR's peer and aspirant group of universities (2002 UNR Strategic Plan), none of the comparison institutions include EH&S in a public safety administrative unit. The services were combined in the past at the University of Colorado, Boulder but the units were recently separated in an administrative move to improve the quality of both programs. The CU EH&S Department reports directly to the Vice Chancellor of Administration but continues to team with police services on issues of common interest. These facts, confirmed by personal communications, were reported at an early Task Force meeting.

The effectiveness of Public Safety services depends on public recognition and acceptance of legal authority, and on the acknowledgement that police and security work may require actions which must remain obscure. In contrast, complete success of EH&S programs (especially in a university environment) can only be approached when all motives and methods are transparent and open. Significant perception value is associated with the EH&S reporting line to the Vice President for Research. Research faculty cooperation in protecting people and the environment from exposure to hazardous materials benefits from shared understanding of the research enterprise. Perceptions of police authority approaches over science support methodologies account for the distinct tendency of maintaining sharp administrative lines between public safety and EH&S services.

Reliance on occupational and environmental laws supported by strong internal enforcement programs was the standard operating model for industries and universities in past decades. In more recent times, industries and universities have grown from the command and control administrative approach to methods that integrate compliance efforts with other business activities to create added value among their stakeholder communities. Administrative evolution of EH&S programs is clearly in the direction of providing long term operational support (which includes compliance), coordination of risk management activities, and by monitoring institutional impacts on public health and resource utilization rates (environmental impacts).

As outlined in several Task Force discussions, EH&S interacts (communicates and coordinates) with two predominant segments of the campus community: Facilities Services, and research faculty members (who employ hazardous materials, conduct activities that may present injury or health risks, or perform operations with potential environmental implications.) The former group engages in campus-wide functions and the latter occupies tens of buildings and hundreds of labs, and utilizes thousands of hazardous chemical reagents, biological agents and radioactive materials

The EH&S department infrequently interacts with the other groups proposed by Police Services for incorporation into a new Public Safety Department. The proposed reorganization effectively:

- Combines administrative units with little in common that would have few opportunities to provide mutual support
- Increases communication distance to higher administration (contrary to regulatory recommendations and industry trends)
- Increases communication distance among fellow support units that frequently interact through well developed and administratively well understood mechanisms
- Inserts an administrative layer that increases university overhead costs
- Requires reporting through a position that is unlikely to be qualified to objectively judge the quality of services provided by the disparate support units
- Dilutes the police dependence on public acknowledgement and acceptance of legal authority, and compromises the ability of the other support groups to foster collegial cooperation with faculty, staff and service departments in other administrative units.

The consensus of the representatives of this proposal is that establishment of periodic meetings among directors of principal support groups is the most responsive and flexible way to improve communication and coordination of programs. Because most operational support units report to the VPAF it seems appropriate for that vice president to host the process and to provide necessary leadership. As the proposed organizational chart illustrates, information sharing among the existing VPAF unit heads and EH&S and Communications has significant potential to address concerns independently expressed by both EH&S and Police Services. As revealed in Task Force discussions some issues also involve units reporting to other vice presidents (e.g., IT and Student Services) and their involvement in special issues can also be accommodated in this process.

The EH&S department agrees with the unanimous opinion expressed in this proposal: University Police Services should change its name to Public Safety and concentrate on improvement of campus police and security services. Except as otherwise noted, the remaining support units should continue to develop within their current administrative units according to their own strategic plans. All units should take full advantage of formal and informal opportunities to share information and assist with development of policies and guides which clearly define UNR business rules. Although these recommendations suit current and near future needs quite well, review processes are healthy exercises and the entire issue should be formally revisited in a few years. At that point the “new” Vice President for Research will be fully invested in his role and his perspectives on these organizational and performance issues will be extremely important in these administrative and leadership matters.

Additional Information - Escort Services

1. Student Services was given the Escort Service by the UNR Police Department as they did not have the resources to pursue the potential this service had to offer.
2. The current service is supervised by administrative faculty and is coordinated by students within a regimented infrastructure.
3. Currently, this community service has escorted over 32,000 students, faculty, and staff safely both in vehicle and on foot from their destination to within a two mile radius of campus not including bars or nightclubs.
4. Escorts sole purpose is to provide the service of getting members of our community from point A to Point B safely. Therefore, their role is one of being a safety officer not a security officer. This is important as to why we are able to serve 32,000 community members each year.
5. Escort officers are not allowed to deviate from the location they pick up a community member to the location where they call in the main station to let them know where drop off will be.
6. Currently, this service provides the opportunity for students to contribute in creating a healthy and safe environment. As such, they see this program as a student led initiative that provides for and underscores the tenets of civic responsibility and allows them to learn and give back to their community as they work their way through school.
7. To date, ASUN has invested over \$200,000 dollars in a program that went from serving 100 people 10 years ago under the police department to serving over 32,000 under the division of Student Services.
8. Student Services recognizes the liability inherent with this service and has worked closely with Business Central North where vehicle insurance is concerned. All UCCSN and University policy and procedures are strictly adhered to.
9. Each student who works for the Escort Service, since the program came to Student Services and currently, submits to a background check through the department of motor vehicle to verify their driving records and thorough reference checks of former employment are administered..
10. Student Services is currently working with UNR Human Resource department to determine if the method of background check the university pursues is adequate for the Escort Service.
11. This service has allowed Student Services to create a model of peer education and collaboration with students and thus allowing students to become stakeholders in creating a safe university community. This is evident in their willingness to invest both their human and capital resources into the program.

12. For both ASUN and Student Services, the Escort Service represents a very important component of the health and wellness services provided collaboratively to the University community. Our partnerships include:
 - a. Lombardi Recreation and Wellness center – Over \$2 million invested and thousands served yearly – placing fitness as a priority in students lives.
 - b. Intramurals sports program – Over \$55,000 invested per year that serves over 5000 students each year – provides healthy alternatives evenings and weekends.
 - c. Weekly private meetings of Alcoholics Anonymous so students in need do not have seek transportation of campus.
 - d. Safe ride program – Over \$15,000 invested per year so that students may obtain a free taxi cab voucher and counseling on their decision making so that they do not drive under the influence of any substance.
 - e. Athletic Fields on north campus w/scoreboards – Over \$2.4 million in joint financial investment so that sports and programming can be provided to students as a healthy alternative.
 - f. Safety Walk – twice a year initiated by ASUN and Student Services so that Buildings and Grounds and police are made aware of safety issues that exist on our campus and the surrounding neighborhoods during the evening hours.
 - g. Escort Service – Over \$200,000 over 10 years invested in getting 32,000 university members safely from point A to point B.

The success of the Escort Service and all the aforementioned programs is not a fluke! It is the result of thoughtful collaboration over the last 10 years between ASUN and Student Services which has resulted in:

1. The creation of a safe and healthy community that puts our community members first!
2. Tremendous learning and growth opportunities for both the students and Student Services.
3. Allowing students to become proactive stakeholders in creating the learning environment necessary to carry out the learning mission of the institution.
4. Creating a controlled environment that allows students to explore positive choices and decision-making both as deliverers of the services (along with Student Services) and as recipients of the services.
5. Proactive decision-making within the framework of UCCSN and university policy and procedures that takes into full account the liability associated with delivery of **ALL** services not just Escort.

Additional Information - Residential Life Safety

Primary responsibilities for the Program Officer III in charge of Resident Life Safety:

1. Supervision of front desk staff– supervision, evaluation, scheduling night time attendants and weekends – 6 classified staff and 12 night time student desk attendants
2. Administration – reviewing written reports, participation in development of procedures, researching security issues or topics
3. Training – assisting in training residence life staff (admin faculty), administrative aids (staff), residence directors (administrative faculty), regarding security issues, confrontation, etc. RA class* – information regarding rest hall safety in general as far as issues that community leaders (Residence Assistants) face
*The Residence Assistants Class is taught by Associate Director of Residential Life Jerome Maese and is mandatory for all students hired as RAs.
4. Student behavior – oversees and reviews incident reports, he does conduct meetings, he does judicial follow-up procedures, is our appeal officer in our administrative conduct process.
5. Programming – coordinates fire drills, house and safety brochures//info to students about securing items, sexual assault program – general safety security stuff
6. Liaison – to university police department and the city fire department
7. On duty responses – Works Friday and Saturday night shifts, responds to crisis and assists student Resident Assistants with what happens over the weekend in terms of incidents, etc.
8. Other duties as assigned.

Additional Information - Perimeter Security

The following Perimeter Security functions are provided by Facilities Services:

- Install and maintain building hardware (cameras, locks, card readers, etc.)
 - Perimeter security cameras, locks, card readers, etc. are installed and maintained by Fire/Life Safety personnel. The decisions as to where and when this equipment is installed are made through UPS.
- Program the perimeter security system for access to buildings
 - Programming the perimeter security system to allow building access is currently performed by Fire/Life Safety personnel. **It is our recommendation that this function be moved to UPS in the future.**
- Issue perimeter security building access cards
 - Building access cards are currently created and issued by Fire/Life Safety personnel per request by the authorizing Dean. **It is our recommendation that this function be moved to UPS in the future.**

Additional Information - Fire/Life Safety

The following Fire/Life Safety functions are provided by Facilities Services:

- Service/repair/test building fire/life safety equipment
 - Wet & dry building fire sprinkler systems are serviced and repaired as needed. These systems are also inspected and tested periodically by both Facilities Maintenance personnel and the City of Reno per local fire and NFPA codes.
 - Building fire alarm systems are installed, serviced and repaired as needed. These systems are also tested periodically by Facilities Maintenance personnel.
 - Halon fire suppression systems are also maintained and tested by Facilities Maintenance personnel.
- Install, service and repair networked alarm systems
 - Building access alarm systems, as well as burglar alarm systems are installed, serviced and tested by Facilities Maintenance personnel.
- Perform plan review on new/remodel jobs
 - Working with Facilities Services Design and Construction personnel, Fire/Life Safety personnel review plans for construction and remodel jobs to ensure adherence to local fire and NFPA codes.
- Schedule building shutdowns for special projects
 - At times, testing of fire/life safety and building access systems requires these systems to be shut down. Building occupants must be notified, and the shutdowns coordinated with building activities.
- Design and installation of fire/life safety systems
 - The design and installation of fire/life safety systems in existing buildings is accomplished by Fire/Life Safety personnel to ensure adherence to local fire and NFPA codes.
- Inspection of new or remodel fire/life safety systems
 - New or remodeled facilities are inspected by Fire/Life Safety personnel to ensure adherence to local fire and NFPA codes.
- Liason between UNR and State/Local authorities and contractors
 - Close ties between Fire/Life Safety personnel and City of Reno and building contractors is maintained to ensure adherence to local fire and NFPA codes, as well as ensuring adequate protection of university assets.
- Monthly/Quarterly/Yearly testing of fire/life safety systems
 - Fire/Life Safety systems are tested periodically by Fire/Life Safety personnel per local fire and NFPA codes.
- Fire extinguisher maintenance, inspection and training
 - Fire extinguishers are inspected monthly, and serviced annually by Fire/Life Safety personnel. Fire extinguisher training is given to university staff/faculty/students in conjunction with EH&S on an as-needed basis.
- Repair and maintain the Emergency telephone system
 - Emergency telephones in the parking garages are maintained by Fire/Life Safety personnel.