Agency Name: North Carolina State University Police Department
CEO: Chief Daniel House
Accreditation Manager: Belinda Pounds
Assessment Date: May 26, 2022
Assessment Team Members: Greta Mallard (New Hanover County Sheriff's Office), Megan Styron (Greenville Police Department), Erin Carden (Knightdale Police Department)
Other Accreditations Currently Held: CALEA, IACALEA
Final Report Issued: 7.21.2022

The NC State University Police Department was the first agency in the state of NC to be assessed underthe new North Carolina Law Enforcement Accreditation program. Lead assessor Greta Mallard, and team members Megan Styron and Erin Carden conducted interviews of the department's employees.

Community Profile

North Carolina State University was founded as a land-grant college on March 7, 1887 and named the"North Carolina College of Agriculture and Mechanic Arts". The University experienced several name changes over the years including "North Carolina State College of Agriculture and Engineering" and "University of North Carolina at Raleigh". In 1965 after frustration and protest from students and alumni who were dissatisfied with the change in name, the University was renamed as "North Carolina State University".

Today, North Carolina State University excels in science, technology, engineering, math, design, the humanities, social sciences, textiles, and veterinary medicine. The University is centrally located within the city limits of the state's capitol, Raleigh, North Carolina. The campus consists of approximately 27,000 acres of land with approximately 94 miles of roadway. In 1987, seven hundred (700) additional acres of land were developed and named Centennial Campus. Today, Centennial Campus includes both private and public government agencies, a public middle school, student housing, private townhomes, a hotel, conference center, and privately maintained apartments.

NC State University is the largest of sixteen universities within the University of North Carolina System, with a diverse population of approximately 9,000 faculty and staff, 34,000 students and operates with an annual budget of approximately $1 billion dollars. Major high-tech employers in the area include IBM, Cisco Systems, SAS Institute, Biogen Idec and GlaxoSmithKline. North Carolina State University is governed by a Board of Trustees consisting of thirteen members who are responsible forthe establishment of all policies for the University. The University operates under the leadership of Mr. Randy Woodson who serves as the Chancellor of NC State University.
https://www.ncsu.edu/about/

Agency History

The North Carolina State University Police Department began as a small security guard operation. In 1978, the Security Division's primary function was to make certain that buildings were locked at night.The Security Division performed few enforcement functions. The officers did not possess a professional law enforcement or security background and worked for the Security Division on a part- time basis. Many of the officers had other full-time jobs. Historically, the NC State Security Division had been seen by students, staff, and faculty as a necessary support service on campus, but having limited effectiveness and having less than a positive image. In 1978, a national search was conducted, and a new director was hired. He was charged by the university administration with creating a professional campus law enforcement agency capable of performing all law enforcement and security functions on campus.

By 1980, the new director had begun to transform the security division to a public safety department. The agency established a mission statement and established new hiring standards that mirrored state mandated standards for municipal police agencies. Patrol officer uniforms and vehicles were changed to reflect a more positive image. The patrol division was restructured to improve response and the agency switched from two officer to one officer patrol cars.

The agency established its first investigative unit to investigate serious crime on campus. However, because of state legislation, the public safety department was still considered to be a private police force. In 1988, state law changed and with the approval of the University's Board of Trustees, the agency came under the jurisdiction of the North Carolina Education and Training Standards Commission and was recognized as a police department. In the spring of 2001, the department officially changed its name from Public Safety to Campus Police to reflect its real mission on campus.

The department has an authorized strength of 58 sworn police officers and 17 civilians and is organized into three divisions: Administration headed by the Administration Major, Field Operations headed by the Field Operations Major, and Support Services headed by the Support Services Major. Supported by Sergeants, Lieutenants are responsible for the day-to-day supervision of patrol units. Patrol officers work permanent 12-hour shifts.

The North Carolina State University Campus Police Department is currently dually accredited agency by CALEA and IACLEA. Receiving its initial award in March of 2003, the NC State University Campus Police Department became the 2nd university police department in North Carolina to become accredited. The agency received its sixth reaccreditation in March 2020.

CEO Profile: Chief Dan House

Chief Dan House has been serving the citizens of North Carolina as a Law Enforcement Officer for 23 years. He started his career with the Wilson Police Department in Wilson, NC, and rose through the department. He was assigned to the Patrol Division as a Sergeant when he left the agency to accept a position with NC State University.

In 2006, Chief House accepted the position of Patrol Sergeant with the NC State University Police Department and ultimately rose to the rank of Lieutenant, responsible for department operations.

In 2011, he accepted the position of Chief of Police with the Wrightsville Beach Police Department and served the citizens of Wrightsville Beach for eight and a half years. In March of 2020, Chief House was selected as the next Chief of Police with the NC State University Police Department, and currently serves in that capacity. Chief House holds a Master of Science Degree in Administration from Central Michigan University, a bachelor's degree from North Carolina Wesleyan College in Justice Studies and an associate degree from the State University of New York at Broome Community College. Chief House attended and graduated from the 243rd Session of the FBI National Academy in Quantico, VA in 2010. In 2017, Chief House was appointed by Governor Cooper to the North Carolina Governor's Crime Commission for a term of three years. Chief House was reappointed in September of 2020.

Chief House was the 2019 President for the North Carolina Association of Chiefs of Police and serves at the State Associations of Chiefs of Police Division representative to the International Associations of Chiefs of Police for the State of North Carolina. In 2020, Chief House was appointed by Senate President Pro Tempore Berger to the Industrial Hemp Commission for a three-year term. In 2021, Chief House was elected to the Accreditation Executive Committee of the North Carolina Law Enforcement Accreditation Program. Chief House also serves on several advisory committees to the North Carolina Criminal Justice Education and Training Standards Commission.

Most recently, Chief House has been selected to work on a project with the UNC School of Government Criminal Justice Innovation Lab to develop a model policy and program for the State of North Carolina regarding Citation in Lieu of Arrest. This project is part of a larger project aimed at Criminal Justice reform in North Carolina.

Population and Demographics

Population Demographics: White Non-Hispanic 29,890 70%, Black Non-Hispanic 3,180 7.5%, Hispanic-Latino Any Race 1,789 4.2%, and Other 7,502 17.7 %. Note: Population Data as of 2015 (Most Recent Available). Mean income and education level for the community: 54,447/Bachelor's Degree

Types of Government

State Agency (University Police Department)

Agency Accreditations

CALEA Accreditation: Initial Award March 2004, Reaccreditation: March 2007, March 2010, March2013, March 2016, March 2020

IACLEA Accreditation: Initial Award

Agency's Organizational Chart

(Attached)

Number of All Agency Staff (Including Full-Time and Part-Time Sworn and Civilian)

70

Mission Statement

Our role in the community-wide shared responsibility for safety on campus is to provide professional law enforcement, effective emergency response, crime & incident reduction and community outreach & education.

Values

Teamwork

We work with one another, other departments / agencies, and our community to solve problems and reduce crime and incidents.

Integrity

We model ethical and honest behavior.

We uphold the Constitution and its ideals.

We understand our actions represent all of law enforcement and we will adhere to the Code of Ethics, the Laws of North Carolina, and our policies.

Professionalism

We respect others, and we will treat others, as we want to be treated.

We will conduct ourselves at all times in such a manner as to reflect a positive image of ourselves, the department, and the University.

Service

We provide effective and quality service, including care, confidence, certainty, and communication while using our authority fairly, efficiently, and effectively.

We look beyond the initial incident for causes and look for effective / innovative solutions.

Interview with CEO

Chief Dan House returned as the Chief of Police to the NC State University Police Department in March of 2020 on the day the University was shut down due to the COVID-19 pandemic. He has returned to the University environment after being the Chief of Police at the Wrightsville Beach Police Department for 9 years. Many changes have occurred on the campus while the Chief was away. Hunt Library was built with a new Bookbot system wherein the books are stored away from patrons and a "robot" retrieves them for anyone checking one out. The new technology has drawn visitors from all over the world. Centennial Campus has constructed new research buildings. Police staffing numbers are developed according to the square footage of the buildings. However, the University has expanded the number of people but not any square footage, causing a strain on the police department. Chief House is attempting to address this with administration.

Chief House believes the COVID-19 pandemic and the aftermath of the social unrest of 2020 benefited the Police Department by allowing the agency to return to the basics of law enforcement. Student were calling for escorts, on average over 5,000 times a year. After the students returned to the campus, they expressed their desire to not ride in a police car with officers and the Police Department did not want to put the students in the car with the officers. As a result, calls for escorts have drastically reduced to approximately 200 a year. The Administration also realized the police department was completing duties and task that were outside of traditional law enforcementduties and are working on reassigning those duties to the proper departments.

The North Carolina General Assembly realized they needed to do something to help retain police officers at the state schools. As a result, the ability to obtain a degree or advanced college degree free of charge is now used as a recruitment asset. One officer has recently received his PhD. Additionally, pay scales and bands have been increased to bring officers up to be competitive with surrounding law enforcement agencies. Some sergeants received as much as a twenty thousand dollar raise. Career development within each rank was developed to help officers be able to have more chances of advancement within the department. Chief House noted that although the department is not receiving the large number of applications like they have in the past, the quality of the candidates has vastly improved.

Chief House realized the required notification system procedures needed to be updated. Federal requirements state an alert must go out in a timely manner, without defining timely. The previous procedures required notification to numerous levels of command and up through University staff prior to dissemination to all University staff and students. Several layers of notification were removed with the Chief being notified directly and he in turn notifying his chain of command and then the alert going out to everyone.

Chief House is looking forward to the professional advancements and changes which are occurring at the agency, starting with the addition of the North Carolina Law Enforcement Accreditation.

Communication Center: Kim Davis

Ms. Davis began her career as a dispatcher with the NC State University Police Department and worked her way up to supervisor of the center. After becoming a supervisor, she developed an official training program for the center's employees. Current standards do not require university telecommunicators to be certified as their counterparts in the other aspects of law enforcement dispatching. Ms. Davis described new technology which are currently in use by the department, Rapid SOS and What 3 Words. Rapid SOS allows for locating the caller from a cellphone. What 3 Words is a navigation app which users can download. Three words are assigned to locations around the world. The app has been used by people to locate addresses, business, or people across the world. Ms. Davis discovered the police department policies and the communication center policies had differing steps to respond to calls. The department updated and merged the policies to allow for each group to know what and why the other was responding the way they were. The center has ten positions with nine currently filled.

Finance/HR/Personnel: Christian Davis

Mr. Davis transferred to the Public Services Department on the same day that Chief House started. Mr. Davis worked for another department on campus prior. Mr. Davis is responsible for the budget process, hiring, personnel issues, and conducting assessment centers for the Public Service Department. He was instrumental in helping to the get the officers and the civilians in the police department their recent raise. An agreement was reached with the training facility on campus to offer officers a free membership. Additionally, the physical fitness program underwent a revision from requiring the POPAT physical test to the Cooper test. Mr. Davis also commented on the quality of candidates applying to be officers at the department, as well as the ability of officers to obtain their undergraduate and post graduate degrees. He believes these two factors will allow the agency to hire and retain officers for a longer time. His department works closely with the police department in recruitment and promotions.

Patrol Lt. Jeremy Allen

Lt. Allen was the Patrol Lieutenant on duty the day of the on-site assessment. He discussed the changes Chief House has made in the way patrol is staffed. Previously, a Lieutenant was assigned to a squad. Now, the Lieutenant oversees two squads allowing for the reallocation of personnel. Officers use bicycles, segways, motorcycles and marked vehicles during their daily patrols.

Officers answer calls from dispatch related to wrecks, assaults, mental health issues, robberies, larcenies and assist the criminal investigation unit as needed. Community engagement activities are a high priority for the officers when not otherwise engaged. Stakeholders provide positive feedback about the police department employees and their activities. Officers attend regular meetings with stakeholders to address issues and keep an open dialogue. Each squad completes a GHSP activity each month as much for educational

purposes as for law enforcement. Patrol has recently gotten a golden retriever therapy dog.

IT/Records Supervisor: Tom Vigilante

I met with Tom Vigilante, IT and Records Supervisor. Mr. Vigilante is a civilian employee who handles all informatization technology for the department and supervises one record clerk. He is a 37-year veteran who retired in 2019. The department uses Southern Software to house central records, and they find the system meets their needs without issue. Distribution of reports is done primarily online through software developed by NC State computer science students that automatically redact non-public information. Juvenile records are flagged as such in the system with a red banner, and paper records are segregated and stored in a locked file cabinet. When expungements are received, the notification is sent to investigating officers and the evidence technician to turn in any records related to the case to be expunged.

Reports are reviewed by the chain of command before coming to the records unit. Mr. Vigilante estimates the records clerk spends about 30% of his time reviewing reports. National Incident Based Reporting System (NIBRS) validation is done at the time when the officer submits the report and is also validated when sent to the state during monthly submission. Officers are given an extensive report writing guide upon hire to help guide officers through common report errors. Discovery submission is done by the investigating officers. The Records Clerk assists by downloading and burning videos to disk. The investigator checks out the case file, copies it, and prepares it for submission.

The agency has an online reporting system for welfare checks, anonymous tips and minor crimes and incidents. This system was also developed by NC State students. Reports are fielded by the communications center and forwarded to the on-duty squad.

The Chief of Police and Major Kendrick Serve as the agency PIOs.

Field Training Coordinator: Lt. Jeffory Williams

The agency has 4 FTO positions allocated, one per patrol squad, in addition to 3 civilian field trainers. Open FTO positions are advertised via email and interested candidates must submit a letter of interest through their chain of command. FTOs must meet requirements and criteria that are specified in policy and receive a 3% pay increase upon selection.

Lt. Williams reviews all trainee reports and maintains a spreadsheet that serves as a snapshot of all DOR ratings. It allows him and the Field Training Officers (FTOs) to easily spot patterns and opportunities to adjust training based on trainee performance. Lt. Williams recently updated the FTO manual, which is based on the California POST Field Training Manual. This manual employs the San Jose model and meets related accreditation standards.

Human Resources: Ms. Kristen Wills

While the department has a dedicated recruitment team, Ms. Wills oversees HR functions for the police department along with the other divisions of public safety. She creates job postings and advertisements, delivers new hire orientation, maintains personnel files, oversees promotional processes and the delivery of performance evaluations. A police officer job posting is created annually and kept open continuously. The posting encompasses all levels of police officers up to Master Officer. Postings denote that the agency is an EEO and is reviewed by the university's diversity team. The diversity team also monitors application, selection and hire statistics, and gives feedback when data suggests changes can be made.

Ms. Wills shared that a significant perk that boosts recruitment and retention is that sworn personnel can pursue education at NC State for free during their employment. NC State also offers a 10% shift differential. Conversely, the lack of career path diversity and specialized units is a significant barrier to officer retention. There is a secondary employment form mandated by the state, which requires supervisor and CEO approval, for officers to work special events on campus.

Promotional processes are developed by a 3rd party vendor, and opportunities are announced via email. The agency does not maintain eligibility lists. Performance Evaluations are completed annually and are signed by the employee's 1st and 2nd line supervisors, along with the employee. There is a very specific rating matrix provided to ensure ratings are fair and consistent among supervisors.

ISAAC Task Force Officer: Sgt. Connor Hartis

After serving as a detective, Sgt. Hartis was assigned as a member of the Information Sharing and Analysis Center (ISAAC) Fusion Center. His role involves providing threat assessment services for institutions of higher education in the eastern part of the state. He operates under an MOU that addresses the bullets in CALEA standard 42.2.4. NC State University gets significant value from the knowledge, resources, and relationships that Sgt. Hartis has access to via his participation in the task force.

Internal Affairs Manager: Lt. Bill Davis

Internal Affairs is overseen by Lt. Bill Davis. He explained the 2 levels of investigations, and when a line supervisor investigates versus the IA unit. Lt. Davis recently implemented a policy that tasks the IA unit with screening all complaints first to determine if the complaint is valid and warrants an in-depth investigation. He stated this has significantly reduced the number of IA investigations and has increased morale within the department. The department has an early warning system in place to identify patterns of behavior that may indicate a need for early intervention.

Administrative Services: Major Ian Kendrick

The North Carolina State University Police Department is dually accredited through CALEA and IACLEA since 2003. As a result, the department has well established policies and procedures and proven track record for accreditation excellence. Recently Chief Dan House implemented a new organizational structure in hopes to organize the department in better functional teams. Major Ian Kendrick explained that the Administrative Services Bureau is comprised of all functions that relate to CALEA, IACLEA, and Clery Compliance, which are Fleet, Quartermaster, Property and Evidence, Accreditation, Records, Communications, and Clery. Major Kendrick's prior work experience and detail-oriented work style made him an ideal fit for this supportive role for all these functions. He stated that the level of knowledge and experience that his subject matter experts hold, leads to the successful operation of the Administrative Service Bureau and the Department as a whole. Accreditation Manager Belinda Pounds ensures all time sensitive compliance reporting is completed within set parameters.

Major Kendrick expounded that the department is currently exploring several process improvements through his division. The first being fleet management and inventory control, looking to streamlining the assignment and maintenance process. Second being the Emergency Communication Center Supervisor prioritizing calls for service and rerouting unnecessary call for their appropriate University services. Third, the department is working with NCSU IT on software and equipment purchases to optimize cost, product and being good stewards of the state's money. These process improvements provide better quality of service to the campus, community, and internal partners.

Support Services: Lt. William Peebles

Lt. Peebles and I discussed the large amount of special operations event plans the NCSU Police Department has each year that range from normal collegiate sporting events to concerts, and road races. All large event reports that need additional or outside resources are reviewed Lt. Peebles and Major Kendrick. Smaller events follow their standard operating procedures. All operations plans and after-action reports for record in their RMS system (Southern Software). The department does not have a tactical unit, however, has an active mutual aid agreement with Raleigh Police Department and Wake County Sheriff Office's for their Special Enforcement Unit.

Lt. Peebles explained that the department special operations includes 3 canines (2 EOD and 1 therapy dog) and 2 mounted horse patrol units. The mounts are a full-time unit used for campus patrol, community engagement, elementary school activities, and sporting events. The department currently does not have any reserve officers on staff. They are considering revamping the program to access this potential resource.

NCSU Police Department has not experienced the turn over problems which other departments have. However, they currently have 10 vacancies. They have two new hires

starting June 1st and another 2 in the interview process. The PD partners with the Public Services Department Human Resources division to publish/promote vacancies on LinkedIn, social media, on their website, and job fairs. They are looking for more modern ways to promote vacancies such as posting QR codes. The department is more attractive than other agencies due to fact that the NC College and University system is now offering unlimited tuition to state institutions and a very robust new career banding/career development path matrix.

NCSU PD abides by mandated state and CALEA required annual in-service training for all personnel. The department also offers up to 80 additional hours of paid training for any other training an officer would like to enroll in.

One additional item Lt. Peebles wanted to highlight about the department is they are creating a standardize recruitment matrix for experienced law enforcement personnel who would like to apply. The matrix will provide guidelines to recruitment/human resources that can be used to align the appropriate level and compensation to external experienced officers seeking employment. This process will enable the department to acquire well-trained and knowledgeable candidates from other surrounding agencies.

Clery Compliance: Ms. Erica Cooper

Ms. Cooper has been the Director of Clery Compliance for the NCSU Police Department for 2 years. She brought 14 years of Clery experience from previous agencies when she joined the team. Due to COVID, she only had 1 day in the office after being hired before being sent home to work remotely. Major Kendrick provided a thorough orientation of the facility and the internal and external partners she would need to utilize in maintaining the well-established relationship and process that NCSU Police Department has created. She currently works with her partners to ensure that she and the department are reporting all 15 major incident categories and 3 disciplinary/arrest categories. She conducts self-audits on the department RMS and Maxient system to confirm that each key incident is tagged for reporting. These items are reported annually to the Department of Education through the Annual Security Report that is due October 1. The Department of Education monitors social media, news outlets, and other reporting options to compare and verify all major incidents are reported. If the Department of Education finds a discrepancy, they can request an audit for within 30 days and can audit up to 3 years back. Each violation can be fined as much as $62,689.

Ms. Cooper ensures proper safety notifications are sent through the campus Wolf Alerts. The officers and command staff call her at any time to validate and authorize appropriate safety notifications. This process also includes the Fire and Life Safety for all residence halls. Ms. Cooper maintains extra statistics data on all smoke detectors, fire systems, and fire drills that are conducted.

Ms. Cooper provides training to all Campus Security Authority (includes RAs, Greek Life,

Athletic Coaches, Advisors, and Support Staff) about Clery and other safety protocols that ensures that each semester all key partners are aware of appropriate procedures for this process.

Crime Prevention: Sgt. Carl D'Agostino

Sergeant D'Agostino explained that the department has a robust crime prevention program that includes Rape Aggression Defense (RAD), Citizen Police Academy, Internship Program, Wolf Guard: High Value Item Serial Number Registry, Active Threat Presentations, Real World Safety, Alcohol/Drug Safety: Intox O'clock and Fatal Vision Goggles, Site Security Assessment (CPTED), Pepper Spray Training: Legal Do's and Don'ts, Summer Orientation Program, and Educational Bulletin Campaign: Lock It Up or Lose It. Each one of these programs are available to students, staff, and faculty of NCSU and can be request through NCSU Police Department website through online forms.

Sgt. D'Agostino explained they have seen a significant growth in the number of participants in their RADD program when they reached out to outside instructors to assist with the program. NCSU Police Department found that some individuals were reluctant to participate in the program, however, when they introduced outside instructors, that number of participants increased. The Citizen Police Academy has also bolstered interested in the intern program where they accept 2 interns per semester.

Onsite Summary

NCLEA assessors were warmly greeted by Accreditation Manager Belinda Pounds at 8am on May 26th, 2022. After settling into the provided workspace, the assessors were escorted on an agency tour.

Several agency employees were introduced during the walk, most of who were later interviewed. The physical accreditation standard requirements were easily met by the agency. Personnel were open and friendly as was the new bomb dog who was being trained by a soon to retire officer. Personnel were knowledgeable about their positions and duties and were able to verbally state compliance with standards. Assessors spoke with and/or interviewed approximately one quarter of the department's personnel.

Public Information

No correspondence was received by the Agency or the NCLEA Program Manager.

Executive Summary

NCSU Police Department has proven to be compliant with the NCLEA, IACLEA and CALEA accreditation standards. They have been a CALEA accredited agency to include a flagship award since March of 2003. They continue to pursue excellence in their efforts to provide

their constituents with the best possible law enforcement partnership and responses. They have proven their compliance with all required standards across three accreditation platforms, that they are worthy of being awarded the NCLEA accreditation status. The NCLEA Assessors recommend that the NCSU Police Department be awarded their initial State Accreditation.

NCLEA
North Carolina
Law Enforcement Accreditation

Chief of Police — Dan House

- **Field Ops Major** — Vacant
  - **Patrol Lieutenant A & D Squad** — Dolliver
    - A Squad — Frivette → Officer Klay → Officer Franks → Officer Smith → Officer Cuff → Officer → Officer
    - D Squad — Dixon → Officer Shillingburg → Officer Kilbourne → Officer Norris → Officer → Officer → Officer
  - **Field Training Coordinator and Swing Lieutenant** — Williams
    - Officer Nguyen → Officer Reed
  - **Patrol Lieutenant B & C Squads** — Allen
    - B Squad — Soule → Officer Michaelson → Officer Crowson → Officer Allen → Officer McNeall → Officer → Officer
    - C Squad — Graham → Officer Peterson → Officer LaPlante → Officer Clegg → Officer Bierhiarz → Officer → Officer
  - **CID Lieutenant** — Hammonds
    - CID Sgt. Hitchings → CID Stanley → CID Cabezas → CID Hotsclaw → Threat Assessment St. John

- **Internal Affairs and Swing Lieutenant** — Davis
  - ISSAC — Harris

- **Support Services Lieutenant** — Peebles
  - Special Events/EM — Wiggs
    - Mounted Miller → Mounted Wright → K9 Smith-Andrews → K9 Fitzpatrick-Pena → Reserve Officers
  - Crime Prevention — D'Angostino
    - Crime Prevention Gibson → CEU → CEU → CEU → CEU
  - Training and Development — Earham
    - Recruitment and Hiring Davis → Training & FTO Stroud

- **Administrative Major** — Ian Kendrick
  - Motor Fleet — Smith
  - Prop./Evidence Quartermaster — Hopkins
  - Clery Compliance — Cooper
  - Professional Standards — Founds
  - ECC Supervisor — Davis
    - ECO Laskowski → ECO Folk → ECO Rivera → ECO Lockett → ECO Heckler → ECO Woodruff → ECO Hastings → ECO Strickland → ECO Harris → ECO
  - IT Director — Vigilante
    - IT / Records Boggs

- Admin. Assistant — Allie Haynes