East Carolina University

Comprehensive Master Plan

Strategic Security Plan

2010 – 2015

December 31, 2009

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1. INTRODUCTION

The University’s Strategic Security Plan outlines a results-oriented management framework that will guide ECU’s Security Program to becoming an effective, proactive, and viable security program for the University, thereby providing a safe and secure environment for students, faculty, staff, and guests.

1.1. BACKGROUND

ECU is currently revising its Comprehensive Master Plan to provide a framework for its anticipated fifteen-year growth, integrating the needs of the Academic Campus, Heath Science Campus, West Research Campus, Varsity Athletics, and Student Housing, as well as the campus interface with the city of Greenville, NC. A major focus of effort is on enhancing the safety and security of the University’s assets that include people, information, and facilities against security threats such as crime (traditional and non-traditional) and other hazards. The University recently performed an in-depth survey and analysis of the existing Security Program that provided recommendations on how best to improve ECU’s security posture. That process supports the development of this Strategic Security Plan and lays the foundation to ensure security considerations are appropriately integrated into the Comprehensive Master Plan.

The Strategic Security Plan for 2010 - 2015 is based in part on the findings and recommendations of the Physical Protection System Assessment Report dated September 15, 2009. ECU made a great deal of headway in the last five years towards improving the safety and security of the University. This has been in large part due to the individual efforts of staff members and departments acting independently. Many stakeholders implemented new security procedures and equipment to mitigate potential threats. Unfortunately, these efforts were not part of a coordinated University plan and resulted in piece-meal security with inconsistent levels of protection that ultimately created areas where security is insufficient and inefficient. There is a significant lack of overarching University level policies, plans, and procedures, minimal defined criteria for the selection and implementation of security services or equipment, and the University has implemented multiple electronic security systems that are not integrated to function in concert to the benefit of increased value or performance. This Strategic Security Plan intends to address these areas to improve the Security Program’s efficiency and promote a comprehensive program that is priority driven and proactive in the protection.

1.2. OVERVIEW

The strategic security development process is iterative in nature. It is founded on the establishment of a University level policy that creates a centralized security organization to manage the Security Program. The oversight organization will enlist the participation of key stakeholders to drive development of security plans, procedures, and programs that specifically address ECU’s needs. The maturation of this process will ultimately flow down to security
related projects supporting all levels of future University development. Figure 1: Security Program Path, illustrates the basic process to properly develop a security program.

![Security Program Path](image)

**Figure 1: Security Program Path**

Over the next five years, ECU will invoke a phased implementation strategy to enhance the Security Program. The Program will balance security operations, security technology utilization and architectural security measures to centralize operations, and expand campus wide security services in a cost effective manner. The Program will provide effective and viable safety and security in all University owned and leased facilities, thereby contributing to a safe and secure environment for students, faculty, staff, and their guests.

The first 12 to 24 months are focused on reorganization and staffing of a centralized security organization and subsequent development of security policies, plans, procedures and programs. New security projects would begin upon the formal adoption of codified standards and guidelines for security operations, electronic security procurement, application, installation and monitoring. Months 24 to 72 are projected to be process improvement and program expansion that refine security procedures and programs while implementing priority and cost driven security projects.

### 1.3. ECU Security Program Mission Statement

This Strategic Security Plan will result in the establishment of a centralized security program with the following Mission Statement:

> The ECU Security Program is committed to the continuous development of a comprehensive integrated security organization that provides a safe and secure environment for the University community. ECU’s Security Program will accomplish this mission by providing a professional, cooperative, customer driven service that is both flexible and responsive to the needs of all.

### 1.4. Strategic Goals

This Strategic Security Plan has six strategic goals to facilitate progress toward meeting the vision and mission of ECU’s security program.

* Strategic Goal #1: Institute University Security Policies*
Strategic Goal #2: Establish a Centralized Security Organization

Strategic Goal #3: Develop Security Plans

Strategic Goal #4: Develop Security Operating Procedures and Programs

Strategic Goal #5: Implement Physical Security Improvement Projects

Strategic Goal #6: Establish New Police Facility

The intent of each goal is to be specific, measurable, action oriented, yet realistic, and time bound. Each Strategic Goal is broken into multiple Performance Objectives that contain specific performance indicators. The performance objectives contribute state the target level of performance expected and measurable terms. Successfully meeting these performance goals will indicate progress in achieving the mission and strategic goals.

The Strategic Goal Flow Chart (Figure 2) represents how the Strategic Goals and Performance Objectives build off one another, outlining the overall process that will need to occur to meet the Mission of ECU’s Security Program.
Goal 1: Institute University Security Policies

1.1: Security Organization

Goal 2: Establish a Centralized Security Organization

2.1: Organizational Chart & Roles and Responsibilities

2.2: Operation & Maintenance Budget

2.4: Capital Expense Budget

2.4: Phase 1 Staffing

2.5: Phase 2 Staffing

2.6: Phase 3 Staffing

Goal 3: Develop Security Plans

3.1: Security Master Plan

3.2: Security Design Criteria

3.3: ESS Installation Guidelines

3.4: Configuration Management

3.6: ESS Commissioning Program

1.2: Security Plans

1.3: Security Procurement

Goal 4: Develop Security SOPs and Programs

4.1: Annual Assessment and Program Review

4.2: Training and Awareness Program

4.3: ESS Monitoring

4.4: Audit and Accountability

4.5: ESS Certification and Accreditation

4.6: ESS Maintenance and Service Program

4.7: Procurement Program

Goal 5: Implement Security Improvement Projects

5.1: Consolidate ESS

5.2: Integrate Video & Intercom Systems with the Security Management System

5.3: Integrate Access Control Database with other University Databases

5.4: Lighting Improvement Project

5.5: Emergency Call Box Renovation Project

5.6: Physical Security Improvement of Existing Facilities

5.7: Conversion of Housing Access Control System

5.8: Video Storage Upgrade

Goal 6: Establish a New Police Facility

6.1: Establish Requirements

6.2: Fund Project

6.3: Design Facility

6.4: Construct Facility

1.3: Security Procurement

Figure 2: Strategic Goal Flowchart
2. USING THIS DOCUMENT

2.1. RESPONSIBILITY

The Associate Vice Chancellor for Environmental Health & Campus Safety is responsible for the ECU Strategic Security Plan and ensuring the development, implementation, maintenance, and adherence to institutional policies, standards and guidelines.

2.2. PERFORMANCE OBJECTIVES

Each Performance Objective has specific measures to identify key aspects to complete it.

Acceptable performance level: Identifies the criteria for successful completion of the performance objective.

Measure of performance: Defines the performance metric.

Timeline: Designates the absolute completion date of the performance objective. A goal is complete when all performance objectives are satisfactorily completed.

Responsibility: Identifies the office or position that is responsible for meeting the performance objective; while many individuals and departments may be involved, this identifies who is ultimately responsible for accomplishing the objective.

2.3. PLAN UPDATES

The University Strategic Security Plan is a “living” document and subject to modification at any point after conducting a Security Program Review. During Program Reviews, evaluate the progress towards achieving the stated goals and performance objectives. Additionally, evaluate the relevance and effectiveness of the goals and performance objectives themselves.
3. STRATEGIC GOALS

3.1. STRATEGIC GOAL #1: INSTITUTE UNIVERSITY SECURITY POLICIES

Develop and implement a comprehensive set of security policies that establish a proactive, effective, and efficient physical security program. Security policies must establish strategic security objectives and priorities for the University, identify the stakeholders or organizations primarily responsible for physical security, and set forth specific roles and responsibilities for staff, faculty, students, and guests.

3.1.1. Performance Objective 1.1: Security Organization

Develop, approve, and implement a policy to establish a centralized Security Organization (Physical Security Office) to manage the ECU Physical Security Program. The policy must include clear delineation of responsibilities, reporting relationships, and outline supporting relationships with other University organizations and departments. The Security Organization will be responsible for and given the authority to develop and implement the required plans, procedures and programs required to develop and effective and efficient organization. The following shall apply:

A. Acceptable Performance Level:

Policy approved and fully implemented.

B. Measure of Performance:

Measure the effectiveness of the organizational structure, position descriptions, division of responsibilities, and level of adoption by all University organizations as part of Annual Security Program Reviews.

C. Timeline:

Complete no later than March 31, 2010

D. Responsibility:

The Associate Vice Chancellor of Environmental Health and Campus Safety is responsible for this objective with support from the Chief of Police.

3.1.2. Performance Objective 1.2: Security Plans

Develop, approve, and implement a policy to mandate the use of standard physical security plans on new construction and major renovation projects. The policy should include development and implementation of standards and guidelines for the
application and installation of electronic security system components and system expansions to support the standardization of Electronic Security Systems (ESS). The following shall apply:

A. Acceptable Performance Level:

Policy approved and fully implemented

B. Measure of Performance:

As part of Annual Security Program Reviews, measure the effectiveness of this policy based on the degree to which the Security Plans are implemented and to what extent the criteria are followed.

C. Timeline:

Complete no later than March 31, 2010

D. Responsibility:

The Associate Vice Chancellor of Environmental Health and Campus Safety is responsible for this objective with the support from the Chief of Police and Director of Physical Security Office.

3.1.3. Performance Objective 1.3: Security Procurement

Develop, approve, and implement a University wide policy requiring the Physical Security Office to hold sole approval authority for the procurement of all security related services, technologies, and systems to ensure uniform application and standardization of physical security measures and to maximize purchasing power. The policy should outline support and coordination requirements between organizations and departments within the University. The following shall apply:

A. Acceptable Performance Level:

Policy approved and fully implemented

B. Measure of Performance:

As part of Annual Security Program Reviews, measure the effectiveness of the policy based on if centralized procurement is occurring and whether it has eliminated the procurement issues.
C. Timeline:

Complete no later than March 31, 2010

D. Responsibility:

The Vice Chancellor for Administration and Finance is responsible for this objective with support from the Associate Vice Chancellor of Environmental Health and Campus Safety.

3.2. STRATEGIC GOAL #2: ESTABLISH A CENTRALIZED SECURITY ORGANIZATION

Establish a centralized security organization that is consistent with security industry best practices and due diligence. Develop the structure, position descriptions, and responsibilities required to establish a Physical Security Organization to manage the University Physical Security Program. The Physical Security Office will work in unison with other departments and stakeholders to achieve the common goal of providing a safe and secure environment for the University community.

3.2.1. Performance Objective 2.1: Organizational Chart & Roles and Responsibilities

Create an organizational chart and phasing plan for the establishment and staffing of a centralized security organization including relationships to other University organizations or departments. In addition, develop detailed documentation of the roles people play and each position’s responsibilities and associate job description. The following shall apply:

A. Acceptable Performance Level:

Approval of the Organizational Chart and the Roles and Responsibilities

B. Measure of Performance:

Measure the effectiveness of the organizational structure, position descriptions, division of responsibilities, and level of adoption by all University organizations as part of Annual Security Program Reviews.

C. Timeline:

Complete no later than April 30, 2010. This objective can start immediately, but it cannot be complete until the University policy to establish a security organization (Performance Objective 1.1) is completed.
D. Responsibility:

The Associate Vice Chancellor of Environmental Health and Campus Safety is responsible for this objective with support from the Chief of Police and Director of Physical Security.

3.2.2. Performance Objective 2.2: Operation and Maintenance Budget

Develop and implement an Operation and Maintenance (O&M) Budget for Physical Security managed by the Physical Security Office. The following shall apply:

A. Acceptable Performance Level:

The University’s O&M Budget includes line items for the Physical Security Office to operate, service, and maintain the University physical security program.

B. Measure of Performance:

Audit the O&M Budget as part of Annual Security Program Reviews to determine the effectiveness of budgeting and adequacy of funding.

C. Timeline:

Complete in time to be included in the 2010 – 2011 fiscal budget. This objective can start immediately, but it cannot be complete until the university policy to establish a security organization (Performance Objective 1.1) is completed.

D. Responsibility:

The Vice Chancellor for Administration and Finance is responsible for establishing the O&M budget for the Physical Security Office. The Associate Vice Chancellor of Environmental Health and Campus Safety and Director of Physical Security are responsible for developing and managing the O&M Budget for the Physical Security Office.

3.2.3. Performance Objective 2.3: Capital Expense Budget

Develop and implement a capital expense budget for Physical Security managed by the Director of Physical Security. Capital expenses will include projects identified in the Security Master Plan. The following shall apply:
A. Acceptable Performance Level:

The University’s Capital Expense Budget includes line items for the Physical Security Office. Line items will be coordinated with the University Security Master Plan and submitted in accordance with approved University budget procedures.

B. Measure of Performance:

Audit the Capital Expense Budget as part of Annual Security Program Reviews to determine the effectiveness of budgeting and adequacy of funding.

C. Timeline:

Complete in time to be included in the 2010 – 2011 fiscal budget. This objective can start immediately, but cannot be completed until the policy to establish a security organization (Performance Objective 1.1) is completed.

D. Responsibility:

The Vice Chancellor for Administration and Finance is responsible for establishing the Capital Expense line item for the Physical Security Office. The Associate Vice Chancellor of Environmental Health and Campus Safety and Director of Physical Security are responsible for developing and managing the Capital Expense Budget for the Physical Security Office.

3.2.4. Performance Objective 2.4: Phase 1 Staffing

Fulfill Phase 1 of Physical Security Office staffing plan through internal transfers, new hires, or temporary contract support. The following shall apply:

A. Acceptable Performance Level:

Individuals who possess the skill sets required to fulfill their role, responsibilities, and position description fill essential positions as identified in the Physical Security Organizational Chart (Performance Objective 2.1).

B. Measure of Performance:

Measure the effectiveness of the organizational structure, position descriptions, division of responsibilities, and the level of adoption by all University departments and organizations as part of Annual Security Program Reviews.
C. Timeline:

Begin this performance objective following the completion of the Organizational Chart & Roles and Responsibilities and complete no later than August 31, 2010.

D. Responsibility:

The Associate Vice Chancellor of Environmental Health and Campus Safety is responsible for this objective with support from the Chief of Police.

3.2.5. Performance Objective 2.5: Phase 2 Staffing

Fulfill Phase 2 of the Physical Security Office staffing plan through internal transfers, new hires, or temporary contract support. The following shall apply:

A. Acceptable Performance Level:

Individuals who possess the skill sets required to fulfill their role, responsibilities, and position description fill Phase 2 positions identified in the Physical Security Organizational Chart (Performance Objective 2.1).

B. Measure of Performance:

Measure the effectiveness of the organizational structure, position descriptions, division of responsibilities, and the level of adoption by all University departments and organizations as part of Annual Security Program Reviews.

C. Timeline:

To be determined based on the phased approach to the Organizational Chart (Performance Objective 2.1).

D. Responsibility:

The Director of Physical Security is responsible for this objective.

3.2.6. Performance Objective 2.6: Phase 3 Staffing

Fulfill Phase 3 of the Physical Security Office staffing plan through internal transfers, new hires, or temporary contract support. The following shall apply:
A. Acceptable Performance Level:

Individuals who possess the skill sets required to fulfill their role, responsibilities, and position description fill Phase 3 positions identified in the Physical Security Organizational Chart (Performance Objective 2.1).

B. Measure of Performance:

Measure the effectiveness of the organizational structure, position descriptions, division of responsibilities, and the level of adoption by all University departments and organizations as part of Annual Security Program Reviews.

C. Timeline:

To be determined based on the phased approach to the Organizational Chart (Performance Objective 2.1).

D. Responsibility:

The Director of Physical Security is responsible for this objective.

3.3. STRATEGIC GOAL #3: DEVELOP SECURITY PLANS

Develop the operational and technical plans required to implement an effective and sustainable Security Program per the guidance in this document. The purpose of these plans are to centralize the organization, enhance the security program, and ensure consistent application of security measures.

3.3.1. Performance Objective 3.1: Security Master Plan

Develop and implement the ECU Security Master Plan that includes detailed project descriptions, tasks, project schedules, and budgets organized in phases that are fully coordinated with facility planning, budget initiatives, and the University Strategic Security Plan. The Security Master Plan integrates with the Comprehensive Master Plan such that security measures are an integral part of the University’s planning cycle. Sequencing and phasing of security implementation projects should be in agreement with typical facility lifecycle programs such as renovations, additions, or relocations. The following shall apply:

A. Acceptable Performance Level:

Develop and implement the ECU Security Master Plan in association with the Comprehensive Master Plan.
B. Measure of Performance:

Measure the effectiveness of the ECU Security Master Plan and the level of adoption by all University departments and organizations as part of Annual Security Program Reviews.

C. Timeline:

Complete no later than June 30, 2011

D. Responsibility:

The Protection Engineering Group, Inc. will develop the initial Security Master Plan as part of the Comprehensive Master Plan. The Director of Physical Security is responsible for implementing, maintaining, and updating the Security Master Plan.

3.3.2. Performance Objective 3.2: Security Design Criteria

Develop and implement standard security design criteria to provide consistent levels of protection across the University by establishing the minimum level of security for each facility and space type. The following shall apply:

A. Acceptable Performance Level:

Apply the Physical Security Design Criteria as part of all new projects.

B. Measure of Performance:

Assess the implementation of the Physical Security Design Criteria as part of each security design review for all new and major renovation construction projects. Evaluate the effectiveness of the design criteria and their application as part of Annual Security Assessments.

C. Timeline:

Complete no later than June 30, 2011.

D. Responsibility:

The Protection Engineering Group, Inc. will develop the initial Physical Security Design Criteria documentation as part of the Comprehensive Master Plan. The Director of Physical Security is responsible for implementing, maintaining, and updating the criteria. The Senior Associate Vice Chancellor for Campus Operations is
responsible for managing the implementation of the criteria on all capital improvement projects.

3.3.3. Performance Objective 3.3: Electronic Security System Installation Guidelines

Develop and implement Electronic Security System (ESS) Installation Guidelines for the standardization and installation of ESS components and systems in order to ensure consistent products and results. The following shall apply:

A. Acceptable Performance Level:

B. Publish and implement the following ESS Construction Specifications

- 13700 (280500.10) – Common Work Results for Electronic Security
- 13705 (280513.10) – Conductors and Cables
- 13720 (281600) – Intrusion Detection System
- 13730 (281300) – Access Control
- 13760 (282300) – Video
- 13770 (275100.10) – Distributed Audio Visual Communication—Electronic Security Supplement
- 16053 (260500.10) – Common Work Results – Electronic Security Supplement

* Note: Division Numbers based on CSI MasterFormatTM 1995 (2004)

C. Develop standard details for the installation of electronic security equipment, such as standardized panel assembly.

D. Measure of Performance:

Verify the implementation of the Installation Guidelines as part of security design reviews, construction observation visits and system commissioning of all construction projects involving electronic security. Evaluate the effectiveness of the Installation Guidelines and their application as part of Annual Security Program Review.

E. Timeline:

Complete no later than December 31, 2010. This performance object can start immediately, but must be reviewed and approved by the Director of Physical
Security. Therefore, it cannot be complete until Phase 1 of the staffing is complete (Performance Objective 2.4).

F. Responsibility:

The Director of Physical Security is responsible for establishing the functional requirements and verifying the implementation of the specifications. The Senior Associate Vice Chancellor for Campus Operations is responsible for managing the implementation of the criteria on all capital improvement projects.

3.3.4. Performance Objective 3.4: Configuration Management Standards

Establish and maintain an ESS Configuration Management Standard to enable effective and efficient monitoring of the ESS. This includes establishing baseline configurations for all subsystems and interconnections with other systems. The following shall apply:

A. Acceptable Performance Level:

Publish and implement an ESS Configuration Management Standard

B. Measure of Performance:

Assess the effectiveness of the ESS Configuration Management Standard as part of Annual Security Program Reviews.

C. Timeline:

Complete no later than December 31, 2010. This performance objective can start immediately, but must be reviewed and approved by the Director of Physical Security. Therefore, it cannot be complete until Phase 1 of the staffing is complete (Performance Objective 2.4).

D. Responsibility:

The Director of Physical Security is responsible for this objective.

3.3.5. Performance Objective 3.5: Electronic Security System Commissioning Program

Develop and implement a standard ESS Commissioning Program for system testing and verification to ensure consistent project results. The Program encompasses the ESS components, subsystems, and software programming. The following shall apply:
A. Acceptable Performance Level:

Publish and implement ESS Commissioning Program. All new and major modernization projects initiated after the ESS Commissioning Program is developed shall utilize the program for commissioning.

B. Measure of Performance:

Assess ESS Commissioning Program implementation and effectiveness as part of Annual Security Program Reviews.

C. Timeline:

Complete no later than December 31, 2010. This performance objective can start immediately, but is must be reviewed and approved by the Director of Physical Security. Therefore, it cannot be complete until Phase 1 of the staffing is complete (Performance Objective 2.4).

D. Responsibility:

The Director of Physical Security is responsible for establishing the procedural requirements and verifying the commissioning. The Senior Associate Vice Chancellor for Campus Operations is responsible for managing the implementation of commissioning for all capital improvement projects.

3.4. STRATEGIC GOAL #4: DEVELOP SECURITY OPERATING PROCEDURES AND PROGRAMS

Implement Standard Operating Procedures (SOP’s) and Programs that establish the scope of the Physical Security Program. The purpose of the SOPs and Programs is to establish baseline directives for the management and operation of the Security Organization.

3.4.1. Performance Objective 4.1: Annual Assessment and Program Review

Develop and implement comprehensive procedures to conduct Annual Security Assessment and Security Program Review. This annual assessment and review is essential to the overall management and performance of the Physical Security Organization as well as evaluating the current security posture of the University. The following shall apply:

A. Acceptable Performance Level:

Publish and implement procedures for Annual Security Assessment and Security Program Review Procedures.
B. Measure of Performance:

Measure the effectiveness of the procedures based upon effectiveness, ease of use, and applicability of the Assessment.

C. Timeline:

Complete no later than December 31, 2010. This performance objective can start immediately, but is must be reviewed and approved by the Security Department. Therefore, it cannot be complete until Phase 1 of the staffing is complete (Performance Objective 2.4).

D. Responsibility:

The Associate Vice Chancellor of Environmental Health and Campus Safety is responsible for this objective with support from the Chief of Police and Director of Physical Security.

3.4.2. Performance Objective 4.2: Training and Awareness Program

Perform a needs assessment for security training and awareness (community policing) programs and delivery methods. Revise current programs and develop new ones to fill any identified gaps to ensure students, faculty, and staff receive relevant and effective safety and security training. Training should include applicable laws, policies, standards, instructions, regulations and procedures related to security. Create an online security awareness and training course similar to the University’s “College ALC” program, where students are required to take the program as a prerequisite to registering for classes. The following shall apply:

A. Acceptable Performance Level:

Revise and implement training and awareness programs with defined annual training goals that include students, faculty, and staff.

B. Measure of Performance:

Assess the effectiveness of the training and awareness program as part of Annual Security Program Reviews. This should include surveys to obtain feedback from students, faculty and staff.
C. Timeline:


D. Responsibility:

The Chief of Police is responsible for this objective with support from the Director of Physical Security.

3.4.3. Performance Objective 4.3: Electronic Security System Monitoring

Develop procedures and implement a comprehensive ESS Monitoring Program for centralized alarm monitoring, assessment, and dispatch through the Security Operations Center (SOC) and/or Dispatch Office. The following shall apply:

A. Acceptable Performance Level:

Publish procedures and implement the ESS Monitoring Program

B. Measure of Performance:

Assess the effectiveness of the ESS Monitoring Program as part of Annual Security Program Reviews.

C. Timeline:

Complete no later than December 31, 2010. This performance objective can start immediately, but must be reviewed and approved by the Director of Physical Security. Therefore, it cannot be complete until Phase 1 of the staffing is complete (Performance Objective 2.4). Revise the procedures following the consolidation of the electronic security systems and the integration of video surveillance with access control (Performance Objectives 6.1 and 6.2 respectively).

D. Responsibility:

The Director of Physical Security is responsible for this objective with support from the Chief of Police. The Security Operations Center or Dispatch Manager is responsible for the day-to-day implementation of the procedures.
3.4.4. **Performance Objective 4.4: Audit and Accountability**

Develop procedures and implement Audit and Accountability Processes to enable the monitoring, analysis, reporting, and investigation of unlawful, unauthorized, or inappropriate activity involving the electronic security system. The following shall apply:

A. **Acceptable Performance Level:**

   Publish procedures and implement the Audit and Accountability processes

B. **Measure of Performance:**

   Assess the effectiveness of the Audit and Accountability Processes as part of Annual Security Program Reviews. When an incident occurs, review the procedures to ensure they achieve the desired results.

C. **Timeline:**

   Complete no later than December 31, 2010. This performance objective can start immediately, but must be reviewed and approved by the Director of Physical Security. Therefore, it cannot be complete until Phase 1 of the staffing is complete (Performance Objective 2.4).

D. **Responsibility:**

   The Director of Physical Security is responsible for this objective. The ESS Systems Administrator is responsible for the periodic review of the system and procedures.

3.4.5. **Performance Objective 4.5: Electronic Security System Certification and Accreditation**

Develop procedures and implement an Information Security Certification and Accreditation Program for the protection of data stored within the ESS. The following shall apply:
A. Acceptable Performance Level:

B. Publish procedures and implement an ESS Certification and Accreditation Program.

C. Perform certification and accreditation of the ESS.

D. Recertify and accredit the ESS as required in the Program.

E. Measure of Performance:

Assess the effectiveness of the ESS Certification and Accreditation Program as part of Annual Security Program Reviews. If an incident occurs, review the program to ensure it provides acceptable protection.

F. Timeline:

Complete program and initial certification no later than December 31, 2010.

G. Responsibility:

The Director of Physical Security is responsible for this objective. The ESS Systems Administrator is responsible for implementing the program.

3.4.6. Performance Objective 4.6: Electronic Security System Maintenance and Service Program

Develop procedures and implement a comprehensive ESS Maintenance and Service Program to maximize system and component reliability while extending the lifecycle of individual system components and the system as a whole. The following shall apply:

A. Acceptable Performance Level:

Publish procedures and implement the ESS Maintenance and Service Program.

B. Measure of Performance:

Assess the effectiveness of the ESS Maintenance and Service Program as part of Annual Security Program Reviews.

C. Timeline:

Develop the program in conjunction with the establishment of the Operation and Maintenance Budget. Complete it no later than December 31, 2010. This performance objective can start immediately, but must be reviewed and approved
by the Director of Physical Security. Therefore, it cannot be complete until Phase 1 of the staffing is complete (Performance Objective 2.4).

D. Responsibility:

The Director of Physical Security is responsible for this objective.

3.4.7. Performance Objective 4.7: Procurement Program

Develop and implement a Procurement Program to support standardization of security equipment and to maximize purchasing power. The following shall apply:

A. Acceptable Performance Level:

Publish and implement the Procurement Program

B. Measure of Performance:

Measure the effectiveness of the program based upon the quality, cost, and effectiveness of the equipment and services procured as part of the Annual Security Program Reviews.

C. Timeline:

Complete this no later than December 31, 2010. This objective can start immediately, but it cannot be complete until the university policy mandating the approval of physical security related service, technology and systems by the Director of Physical Security is completed (Performance Objective 1.2).

D. Responsibility:

The Director of Physical Security is responsible for this objective with support from the Associate Vice Chancellor for Business Services

3.5. Strategic Goal #5: Implement Security Improvement Projects

Implement physical security improvements and projects that contribute to a safe and secure environment for university students, staff, faculty, and guests by melding together the architectural, operational, and technical security measures.

3.5.1. Performance Objective 5.1: Consolidate Electronic Security Systems

Standardize on the use of the Software House C•CURE product as the University’s Security Management System and utilize the system to its full capabilities by integrating
other systems in use at the University. This includes the migration or replacement of all other electronic entry control systems and intrusion detection systems (also known as burglar alarms) into the Software House system. This consolidation of electronic security systems will reduce overall costs and contribute to a common operating picture of security for the University. The following shall apply:

A. Acceptable Performance Level:

Consolidated disparate systems are into the Software House system.

B. Measure of Performance:

Re-testing and re-commissioning of the system.

C. Timeline:

Complete no later than June 30, 2011. This objective cannot start until the Security Plans are completed (Strategic Goal #3).

D. Responsibility:

The Director of Physical Security is responsible for this objective.

### 3.5.2. Performance Objective 5.2: Integrate Video and Intercom Systems with the Security Management System

Integrate the video and intercom systems with the Software House Security Management System to contribute to a common operating picture of security for the University by enabling the individuals monitoring the systems to identify incidents, assess the security incidents in real time, and respond appropriately. The following apply:

A. Acceptable Performance Level:

The integration of the existing ECU databases with the Software House Security Management System is complete. This does not mean they have to be linked, but they have the ability to share information between them.

B. Measure of Performance:

Utilize the newly developed commissioning procedures to assess the performance and commission the project.
C. Timeline:

Complete no later than June 30, 2011. This objective cannot start until the Security Plans are completed (Strategic Goal #3).

D. Responsibility:

The Director of Physical Security is responsible for this objective.

3.5.3. Performance Objective 5.3: Integrate Access Control Database with other University Databases

Integrate the access control database with the University’s existing databases for human resources, student enrollment and housing as required to provide greater flexibility and easier application of access privileges. The following shall apply:

A. Acceptable Performance Level:

The integration of the databases shall allow the enrollment or registration for housing to provide occupants with real-time access to the facilities and rooms automatically. Conversely, termination, disenrollment, or any other changes in status shall automatically change or remove their access privileges as required.

B. Measure of Performance:

Test and validate the integration through the commissioning process.

C. Timeline:

Complete no later than February 28, 2011. This objective cannot start until the Commissioning, Audit and Accountability and Certification and Accreditation programs are completed (Performance Objectives 3.5, 4.4, and 4.5).

D. Responsibility:

Chief Information Officer, Information Technology & Computing Services is responsible for this objective with support from the Director of Physical Security.

3.5.4. Performance Objective 5.4: Lighting Improvement Project

In conjunction with the Comprehensive Master Plan, modify lighting across the University to meet the Guideline for Security Lighting for People, Property, and Public Spaces developed by the Illuminating Engineering Society of North America (IESNA)
G-1-03. This may include additional lighting in areas, reduction of lighting in areas, planned transition lighting, and changes to some lamp types. The following shall apply:

A. Acceptable Performance Level:

Lighting meets the specified guidelines

B. Measure of Performance:

Conduct photometric analyses as part of Annual Physical Security Surveys to determine the effectiveness.

C. Timeline:

Per the Comprehensive Master Plan

D. Responsibility:

Senior Associate Vice Chancellor for Campus Operations is responsible for this objective with support from the Director of Physical Security.

3.5.5. Performance Objective 5.5: Emergency Call Box Renovation Project

Revitalize the existing emergency call boxes to ensure students, staff, faculty, and guests have access to emergency communications that are easily identifiable. This may include adding additional call boxes, changing the color of the call box towers, repair or replacement of faded blue lights, moving non-ADA compliant call boxes so they are easily assessable (with 12-inches or wheelchair accessible pathways), and replacement of obsolete electronics with new equipment providing improved audio communication and self-testing capabilities. The following shall apply:

A. Acceptable Performance Level:

All areas of University property are within a reasonable distance of emergency communications. Emergency call boxes are ADA compliant, easily identifiable day or night, and provide reliable communication with emergency personnel.

B. Measure of Performance:

Test emergency call boxes per the manufacturer’s recommendations and in accordance with ECU standard operating procedures. Additionally, assess emergency call boxes as part of Annual Physical Security Surveys to determine effectiveness and serviceability.
C. Timeline:

Complete no later than June 30, 2012. This objective cannot complete until the Security Plans are completed (Strategic Goal #3).

D. Responsibility:

Senior Associate Vice Chancellor for Campus Operations is responsible for this objective with support from the Director of Physical Security.

3.5.6. Performance Objective 5.6: Physical Security Improvement of Existing Facilities

Develop a plan to implement phased physical security improvements to existing facilities to bring them into compliance with the Security Design Criteria. This includes a phased implementation of electronic entry control system (Card Readers) for routine building access. This will provide improved audit and control of all building entry points while reducing the work force requirements to secure and unsecure buildings and reduce the need and costs of rekeying. This also includes repurposing existing cameras or installing additional cameras to achieve the performance criteria established in the Security Design Criteria. The following shall apply:

A. Acceptable Performance Level:

Incorporate the requirements set forth in the Security Design Criteria into existing facilities as appropriate.

B. Measure of Performance:

Assess the security improvements as part of Annual Physical Security Surveys to determine effectiveness.

C. Timeline:

Individual projects will be complete in accordance with the Comprehensive Master Plan and Security Master Plan. This objective cannot start until the Security Plans are completed (Strategic Goal #3).

D. Responsibility:

Senior Associate Vice Chancellor for Campus Operations is responsible for this objective with support from the Director of Physical Security.
3.5.7. Performance Objective 5.7: Conversion of Housing Access Control System

Convert the existing Housing access control system to the University’s standard access control system (Software House). The following shall apply:

A. Acceptable Performance Level:

   All University Housing facilities utilize the University’s standard access control system.

B. Measure of Performance:

   Test and validate the implementation through the commissioning process.

C. Timeline:

   Complete no later than June 30, 2013. This objective cannot start until the Security Plans are completed (Strategic Goal #3).

D. Responsibility:

   The Director of Physical Security is responsible for this objective with support from the Associate Vice Chancellor, Campus Living, Dining, & Transit Services

3.5.8. Performance Objective 5.8: Video Storage Upgrade

Upgrade video storage from network video recorders to a network storage solution located in each network NODE. As the video system matures and expands it will require a more robust, fault tolerant, scalable, and cost efficient storage solution. The following shall apply:

A. Acceptable Performance Level:

   All video recorded and stored on the new video storage solution.

B. Measure of Performance:

   Test and validate the implementation through the commissioning process.

C. Timeline:

   Complete no later than December 31, 2014. This objective cannot start until the Security Plans are completed (Strategic Goal #3).
D. Responsibility:

The Director of Physical Security is responsible for this objective.

3.6. STRATEGIC GOAL #6: ESTABLISH A NEW POLICE FACILITY

Provide a facility that meets the functional requirements of both University Police and the Physical Security Office to enable them to provide safety and security for the University. This facility should house the Dispatch Office, Security Operations Center, and Emergency Operations Center.

3.6.1. Performance Objective 6.1: Establish Requirements

Develop a comprehensive list of the functional requirements essential to funding, programming, and designing a new police facility. Develop space plans, blocking and adjacency requirements that specifically support security operations and personnel requirements. Define and program infrastructure requirements to include network connectivity, emergency power and integration with other local authorities to provide 24X7 operation and response capability. Provide vehicle, canine and other facilities as required to support a all hazards risk model. The following apply:

A. Acceptable Performance Level:

Functional requirements completed and included in the Comprehensive Master Plan.

B. Measure of Performance:

Define the functional requirements through the Police Department, Physical Security Office, and the Environmental Health and Campus Safety Office to ensure accuracy and completeness of requirements including realistic expansion capacity. Include the requirements in the new Comprehensive Master Plan.

C. Timeline:

This performance objective should begin immediately and be completed with the development of the new Comprehensive Master Plan.

D. Responsibility:

Associate Vice Chancellor of Environmental Health and Campus Safety is responsible for this objective with the support from the Chief of Police and Director of Physical Security.
3.6.2. **Performance Objective 6.2: Fund Project**

Secure funding for the new Police Facility. Investigate funding sources from federal and state funds for University Security, Federal Emergency Management, and Homeland Security sources. The following shall apply:

A. **Acceptable Performance Level:**

   Funds identified for 100% of the construction costs for the new facility.

B. **Measure of Performance:**

   The project receives full funding.

C. **Timeline:**

   Begin this performance objective following the establishment of functional objectives for the facility and complete it as soon as possible.

D. **Responsibility:**

   The Vice Chancellor for Administration and Finances is responsible for this objective

3.6.3. **Performance Objective 6.3: Design Facility**

Design a new Police Facility based on the established functional requirements as follows:

A. **Acceptable Performance Level:**

   Construction Documents completed and approved.

B. **Measure of Performance:**

   Final Construction Documents approved and accepted.

C. **Timeline:**

   Per the Comprehensive Master Plan

D. **Responsibility:**

   Facilities Engineering & Architectural Services is responsible for this objective with support from the Chief of Police and Director of Physical Security
3.6.4. **Performance Objective 6.4: Construct Facility**

Construct the new Police Facility meeting the following requirements:

A. **Acceptable Performance Level:**
   
   Construction is complete and the facility is operational.

B. **Measure of Performance:**
   
   Commission the facility in accordance with the University commissioning process.

C. **Timeline:**
   
   Per the Comprehensive Master Plan

D. **Responsibility:**
   
   Facilities Engineering & Architectural Services is responsible for this objective with support from the Chief of Police and Director of Physical Security
4. IMPLEMENTATION SCHEDULE

The following schedule (Gantt Chart) shows the timelines allocated to complete each strategic goal and performance objective. Many goals and objectives are dependent to one or more preceding objectives (Figure 2). These links are annotated in the "predecessors" column. If there is a number in the predecessor column then the objective cannot begin until the associated objective is complete. If there is a number with FF then the objective can start but not be complete before the associated objective is complete. If there is a number with FF and +XX, that objective cannot be complete until XX working days after the associated objective is complete.
Figure 3: Implementation Schedule