

Report
of the
Campus
Safety
Task
Force

April 30

2015

*Response to recent campus safety incidents with recommendations
to enhance and sustain safety on and near the UAB campus.*

Prepared at the
request of
UAB President
Ray L. Watts, M.D.

Introduction

In late summer of 2014, President Watts initiated a review of UAB's on-campus threat preparedness. As part of this review, outside consultants are being engaged to provide educational services and will be engaged in the future for follow-on consulting services. On October 13, 2014, four UAB undergraduate students were assaulted and robbed in the 16th Street Parking Deck, a structure primarily dedicated to student parking. This crime caused the Administration to accelerate its threat preparedness initiative and conduct a comprehensive survey of the sufficiency of facility features, existing safety support services and education programs, as well as institutional practices and procedures intended to create and sustain a safe environment for UAB's students, faculty, staff and visitors. This report, which was also circulated to representative student groups, faculty, staff and community partners for input, provides an evaluation of current safety issues and recommendations for consideration by the President's Risk Counsel.

President Ray L. Watts appointed a Campus Security Task Force made up of members of the UAB community representing the academic sector, student life, healthcare, emergency management, police, media and communications, administrative services and UAB's community partner, the Birmingham Police Department, more specifically:

Mr. Allen Bolton, Chair
Vice President for Finance & Administration

Mr. Chris Clifford
Associate Vice President
Business & Auxiliary Services

Chief Anthony Purcell
Asst. Vice President and Chief of Police

Mr. Josh Carter
Administrative Director
Office of the President

Mr. Jim Bakken
Director, Media Relations

Mr. Randy Pewitt
Executive Director
Emergency Management & Safety

Dr. Shannon Blanton
Dean, Honors College

Mr. Arpan Limdi
Associate Vice President, Facilities
& Capital Projects (Hospital/Health System)

Ms. Melissa Justice
Business Officer II
Office of the V.P. for Finance & Admin.

Mr. Andy Marsch
Assistant Vice President for Student Life

Captain Cory Hardiman
Birmingham Police Department

Further, Mr. Allen Bolton and Mr. Andy Marsch interacted with a group of UAB students gathered to provide feedback on safety concerns from the student perspective. Among other student representatives, that group included the presidents of the Undergraduate SGA, Graduate Student Government and the School of Medicine SGA, to ensure representation from

all levels of UAB's academic experience. Participants were: Anjali Wagle (USGA President), Tandy Petrov (GSG President), Peyton Chandler (USGA Senator), Tamara Imam (USGA Public Relations Chair), Omar Ahmed (Medical School SGA President) and Sarah Griffin (USGA Senator).

Task Force Charge and Activities

The charge given by President Watts to the Task Force was straightforward:

“Assess our response to recent campus safety incidents and make recommendations that will enhance and sustain safety on and near our campus. Prepare an action plan that includes timelines and cost estimates.”

The Task Force met six times from October 29, 2014 through December 8, 2014, discussing matters of campus safety, as well as conducting research and review activities between meetings, to facilitate President Watts' additional requirement that he receive a timely and thorough report.

The following is a list of topics covered by the Task Force in order to develop its recommendations, as set forth in the concluding section of this report.

Communication and Education

- Alabama state law in regard to disclosure of information concerning a minor;
- UAB's responsibilities and restrictions on informing students' families of incidents under state law;
- UAB's general communication protocols for keeping the campus community informed both during and after an incident;
- Protocol for release of information to Crimestoppers, other agencies providing investigation assistance and the general public;
- B-Alert announcement timing and protocols;
- B-Alert vendor customer service and support;
- Safety education and media efforts regarding safety, including education on 911 use vs. UAB Police Department Dispatch (4-4434);

Facilities

- Potential 24/7 on-site security presence in student decks;
- Potential 24/7 active monitoring of all cameras on campus (2,900 +/- with more in planning stages);
- Continued efforts with the City of Birmingham and Alabama Power for UAB to assume some or all of the street light bulb replacement activity;

- Potential inclusion of more security lighting installed on UAB buildings as part of planning process for new facilities;
- Potential inclusion of more security cameras installed on UAB buildings as part of planning process for new facilities;
- Plans for more effective maintenance of parking deck lighting;
- Planning and control of landscaping to avoid blind spots and areas of seclusion;
- 24/7 lockdown of all campus facilities;

Safety Services

- UAB Police and Birmingham Police jurisdiction and interagency cooperation, particularly as it relates to 911 response;
- Are additional sworn police officers needed;
- The potential implementation of a cell phone safety app program;
- Effectiveness of the campus help phone equipment;
- Shuttle and escort service volume and wait times;

Specific Student Concerns

- Concerns as identified by the SGA student group formed to provide feedback:
 - a. Some form of automatic enrollment in B-Alert¹;
 - b. Potential modification of student decks for potential enclosure, including garage and security doors;
 - c. Perception of delay in response to Help Phone calls and pick up from Campus Escort
 - d. Alabama's right to carry law as administered on Campus;
 - e. Possible perception of lack of police presence in graduate education and medical facilities

Other Safety Topics

- Pedestrian safety efforts on campus;
- Review of the safety study conducted by the Assessment Unit of the School of Public Health demonstrating that the perception of crime on the UAB campus considerably outweighs actual crime statistics;
- Consider strategies used by peer universities to increase the number of staff and faculty living in campus-adjacent neighborhoods;
- The planned, independent review by security industry experts of the final recommendations made by the Safety Task Force for sufficiency and reasonableness.

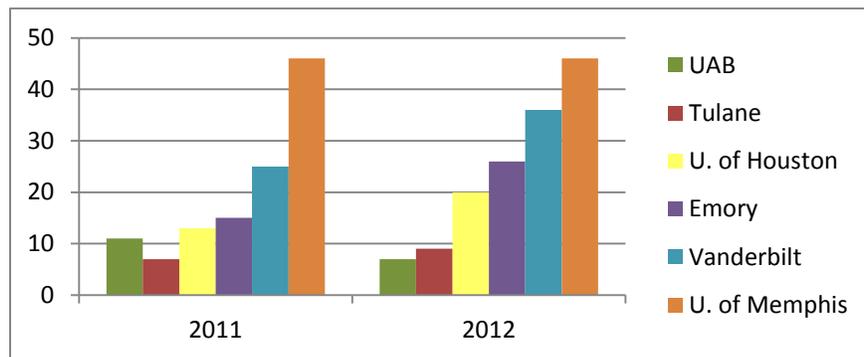
¹ Process clarification: all UAB email addresses issued to students are entered automatically in B-Alert. Cell phones or landlines are opt-out at the time of enrollment and must be entered by student to move forward in registration process.

UAB Police Strategic Plan 2014 and CALEA Accreditation:

In addition to the aforementioned safety topics, the Campus Safety Task Force also reviewed the UAB Police Department's Strategic Plan, which was developed in the summer of 2014, and the CALEA Accreditation Assessment Report granting the Department Gold Standard Accreditation, also produced around the same timeframe. The group felt it relevant to understand the Department's structure and goals, as well as its accreditation assessment activities, in order to render sound recommendations that will have a positive, measurable impact on safety and the perception of safety on the UAB campus.

The following is summary information from the UAB Strategic Plan dated June 2014 and the 2014 CALEA Assessment Report relevant to the current review activities:

"In 2013, the UAB Police Department Patrol Division responded to 164,033 actual calls for service.² Of those, the campus experienced 544 Part 1 crimes³, 8 of which were classified as violent and 484 of which were classified as larceny. The following chart compares UAB's violent crime experience to other comparable, regional/urban campuses (most with medical centers) as reported during the last Clery Act reporting cycle.



**Violent crimes against persons: Murder, Negligent Manslaughter, Sexual Offenses, Robbery, Aggravated Assault*

While a 100% crime-free environment is the Department's ultimate mission, the foregoing statistics demonstrate that the level of safety on the UAB campus compares very favorably against other regional institutions in or near urban settings.

It is a generally-accepted policing principle that increasing visibility of police officers reduces crime and fear of crime. The results of a multi-year study published by Florida State University demonstrated that urban-based street crime rates (burglaries, vehicle theft, etc.) can be reduced by as much as 15% when police officers are highly and widely visible to the

² The 3 year average for calls for service is 156,615 per annum.

³ Part 1 crimes include violent crimes against persons and property crimes such as burglary, larceny, theft from motor vehicles, etc.

general public⁴. The Department has developed its current policing coverage with this precept in mind.

The Department is currently organized into 5 primary divisions and the 106 sworn officers, exclusive of the Chief and Deputy Chief, are allocated between these divisions based upon workload demands. The Divisions are Patrol, Hospital, Housing and Special Operations, Criminal Investigations and Office of Professional Standards.

In order to enhance responsiveness and provide officer visibility across this large urban campus, the Department has worked diligently to get officers out of patrol cars and into more visible locations utilizing increased foot patrols through buildings, use of motorcycles, mountain bikes, Human Transporters (T-3s) and Segways. Currently, the department has four (4) motorcycle officers; twenty-eight (28) mountain bike officers; thirty (30) T-3 officers; and twenty-one (21) Segway officers. Within the next six months, there are plans to train existing officers as follows: two (2) additional motorcycle officers, six (6) mountain bike officers, four (4) T-3 officers, and four (4) Segway officers.

Further, over the past 7 years, the Department has worked closely with UAB Medicine leadership to establish a significant, permanent, on-site security presence in the main Hospital, Psychiatric Hospital, Highlands campus, Callahan Eye Foundation Hospital and The Kirklin Clinic. Thirty-one percent (31%) of the Department's patrol force is assigned to providing stationary (entry security desks) and patrolling security services in the approximately 4.2 million square feet of UAB Medicine patient-care facilities.

Finally, 10% of the total sworn officer complement is assigned to the Housing and Special Operations unit, providing dedicated safety and security services in dorms and at special, on-campus events. And, beginning August, 2014 an officer will be permanently housed in the Administration Building. While this officer's presence is intended to provide increased, visible security for that particular facility, he/she will be available to assist in emergency situations in the immediate area outside the AB."

While it was indicated by Chief Anthony Purcell that more officer positions are always a welcome addition to the Department's resources, both the strategic plan of the department and the CALEA accreditation assessment indicated the physical facilities in which the agency is based is both the primary weakness and greatest opportunity for improvement in terms of enhanced internal communication and management and officer recruitment and retention within the Department.

The following statements from the CALEA Assessment Report support the assumption that the Department is presently, sufficiently positioned to provide the services it is currently called upon to render. In regard to the quality of policing services, the Assessment Report specifically states:

⁴ Study conducted during periods of increased police presence during high terror alerts in Washington, D.C.

“The quality of a community policing function can be measured by the visibility of the patrol services. At this campus, patrol services are provided by a well-equipped and responsive cadre of uniformed sworn state police officers.”

The report further states:

“For a campus community with a population of approximately 20,000, the amount of criminal activity on campus is not remarkable. There are some noteworthy trends within the reported data, for violent crime against persons (Murder, Forcible Rape, Robbery and Aggravated Assault) was stable over the three year period from eight offenses in 2011 and seven offenses in 2013 with no murders/criminal homicides reported. In contrast, property crime on campus (Burglary, Larceny-Theft and Motor Vehicle Theft) trended upwards during the 2011-2013 period, with a significant increase in larceny-thefts of more than 12%, 432 in 2011 and 484 in 2013. However, larceny-thefts are chronic crimes on campus[es] across the nation, for students, especially undergraduate, tend to exercise poor control over their personal property and the ongoing and novel crime prevention efforts at UAB have had limited impact on necessary behavioral changes. The Police Department deploys engaged and visible patrol officers who strive to build authentic partnerships with the students and university staff to counter criminal activity. But the unique challenge faced by the university police is that of an ever changing campus community, for the campus population is very transitory and a largely age-based cohort.”

Another excerpt of note from the Assessment Report is in regard to the steady increase of calls for service experienced on campus over the previous 3-year period in comparison to the Department’s offense clearance rate⁵:

“2011-2013 Calls for Service/Offense Clearance Rates

<i>Year</i>	<i>Calls for Service</i>	<i>Offense Clearance Rate</i>
<i>2011</i>	<i>130,701</i>	<i>39%</i>
<i>2012</i>	<i>175,113</i>	<i>50%</i>
<i>2013</i>	<i>164,033</i>	<i>30%</i>

The noteworthy aspect of these activity statistics was a steady increase in the Calls for Service over this three year period - a 25% increase over this three year period. In addition to the increase in calls for service. a common metric for police agency activity levels, the offense clearance rate was stout, although unstable throughout this three year period. Clearance rates are subject to a number of influences - types of crimes, cooperation of the victims and witnesses as well as physical evidence. To have maintained an average clearance rate over three years of nearly 40% is just remarkable.”

⁵ The clearance rate is calculated by dividing the number of crimes that are "cleared" (a charge being laid) by the total number of crimes recorded. Clearance rates are used by various groups as a measure of crimes solved by the police.

External Review

The institution also engaged the Loaned Executive Assistance Program (“LEMAP”) of the International Association of Campus Law Enforcement Administrators, Inc. (“IACLEA”) to conduct an independent review of the Task Force’s activities to ensure the recommendations of the committee are reasonable, appropriate and sufficient. The review team members chosen by LEMAP to conduct the review were:

- Lead - Chief Connie Sampson, Associate V.P. of Police at Georgia State University; and
- Assisting - Chief David L. Perry, Assistant V.P. for Public Safety at Florida State University.

The report and recommendations of the review team are incorporated herein by reference and the full version is attached hereto as Attachment 2. Further, relevant sections of the LEMAP report are discussed throughout the remainder of this report as specific topics are presented.

It should be noted that the LEMAP reviewers made a few recommendations that are already part of UAB’s existing practices and appropriate notes to that effect have been made where applicable. This situation occurred because some portions of the draft report and additional documentation reviewed by LEMAP only outlined recommended changes to existing policies and procedures.

Task Force Recommendations

As a result of the full discussions of the group as outlined above, the Task Force developed the following potential service and environmental enhancements which are intended to provide additional safety features to facilities and services, as well as provide better communication across campus regarding safety activities and issues. Estimates for these recommendations are discussed as part of the narrative, but the full cost of the recommendations has been compiled and is attached hereto as Attachment 1.

Given the over-riding importance of campus safety, some changes to protocols and other objectives with the potentially highest impact and/or shorter term implementation schedules have already been adopted and will be implemented by the operating units managing those processes. These early actions have been taken to provide immediate improvement to the safety of the University. Other programmatic objectives with longer implementation tracks may require prioritization based upon changing risks and the likelihood of effectiveness in improving safety and perception of safety in a realistic, sustainable manner. Therefore, we have denoted the status of the various recommendations with the following prioritized categorization: Already enacted; In process; Under consideration, short term (within 12-18 months); Under consideration, long term (beyond 18 months). Additional feedback on this preliminary report will be considered by the Task Force in early February 2015 and can influence recommendations in any of the status categories, including the “Already enacted” status where continual review and improvement is an ongoing consideration. Further, the Task

Force will develop a project planning chart which will be used to track status of the various activities from inception to completion.

Topics for discussion outlined in the previous sections that are not addressed below with specific recommendations were found to be structured and/or operating appropriately.

I. B-Alert Messaging Recommendations and Changes in Protocol

The current vendor for UAB's emergency notification system is Blackboard Connect and our system is known as "B-alert." It is to be used only for emergency notification and all UAB issued e-mail addresses (for students and employees), UAB issued cell phones, department land lines and student provided phone numbers (via student registration) are automatically enrolled in the system. Employees and students may add additional numbers, and parents of students are permitted to enroll as well.

In the specific crime in question, there was a three hour timeframe between the report of the violent crime and the issuance of the B-alert emergency message. This delay is seen as unacceptable by the UAB Police leadership and by the Task Force. The reasons for this delay were reviewed from the vendor/product standpoint, from the user standpoint and from a policy standpoint. Areas for improvement via each standpoint were identified and improvements have already been put in place.

The Task Force reviewed B-Alert service provider issues, as well as the protocol for issuing messages and makes the following recommendations:

1. B-Alert messaging protocol and procedures have been amended to include the following:
 - i. In addition to the current, wide-broadcast testing which occurs at least twice per year and during drills, the system will be tested monthly, as described below, per the vendor's recommendation. Prior to this event, the Institution's quarterly testing schedule had not been rigorously maintained. Testing will also be a requirement for the 11 people individually authorized to activate B-alert in order to maintain their authorization privileges. Testing will include actual activation of the system to a small test group and will include contact with the vendor during off-hours to test customer service and backup activation of the system. Status: Already enacted.
 - ii. Pre-written scripts have been reduced in overall number and content streamlined. Status: Already enacted.
 - iii. Continue development of notification subgroups within the B-alert system that includes: Complete Birmingham campus, Birmingham campus excluding Health System entities, Health System entities only, Huntsville Campus, Montgomery Campus, Campus residents, etc. Protocols for selection of subgroups for notifications will be prepared and rehearsed at monthly testing sessions. Status: In process.

2. An integration system, known as an “Easy Button” system that connects all of an institution’s emergency communications products, should be purchased so the UAB Police Department can start the full communication process via this one-step system. While an RFP process will be required, the Task Force recommends serious consideration of, and an early preference for, the “Easy Button” solution offered by Siemens that is being used by Florida State University. The “Easy Button” system was recently put to the test at FSU during an active shooter scenario. It has been reported the campus-wide alert message was issued within 3-8 minutes from the first emergency call and included ongoing communication to the campus plus providing “shelter in place” instructions. Status: In process.

Initial Ballpark Cost for the “Easy Button” solution
from Siemens (based upon FSU implementation)⁶: \$150,000 one time

3. The contract with Blackboard Connect, the service provider of the messaging system that is the basis of B-Alert, is set to expire early fall 2015. The institution should use the 1st quarter of 2015 to evaluate and resolve any customer service issues with Blackboard, as well as invite the 2 largest, competing service providers of emergency messaging products to campus for presentations in the event the service issues with Blackboard are not correctable to the satisfaction of Administration. A decision will need to be made April 1, 2015 to either remain with Blackboard or to proceed with an RFP process to choose a replacement vendor. The Vice President for Financial Affairs and Administration will appoint a committee with qualified membership to accomplish this task if it becomes necessary. Status: In process.

Cost for Potential B-Alert System Replacement: TBD

[The LEMAP reviewers concurred with these 3 recommendations in their entirety but made further suggestions regarding wide-broadcast testing and an opt-out subscription process for B-Alert, both of which are already in practice at UAB but not described in detail in the documentation reviewed by LEMAP. See Page 2 and 3 of Attachment 2 for full discussion.]

II. Revisions to Communication Protocols for Incident Management:

1. All populations must be informed on what emergency actions to take based upon the emergency;
2. Impacted populations should receive updated communications during the active incident in intervals appropriate and reasonable to the type of incident (to inform, calm and battle misinformation);

⁶ This is the estimated up-front cost for this system; ongoing license fees have not yet been determined.

3. Classes may need to be cancelled for some period (to ensure safety, inform, calm and take necessary steps to restore order);
4. All populations must be informed on post-emergency actions to take;
5. Other leadership groups (i.e. Deans, etc.) should be debriefed by the Provost and either the Chief of Police or Director of Emergency Management as soon as possible after the incident so they have consistent information to share and can help manage community reaction and expectations.

[LEMAP concurred with this recommendation in all but the original stated frequency of communication, indicating the Task Force's recommendation of communication every 15 minutes could be unrealistic in a fluid, emergency situation. This report has been modified to reflect the LEMAP reviewers' recommendations in that regard. See page 3 of the LEMAP report for full discussion.] Status of this section: In process.

III. Student Parking Deck Security Recommendations:

UAB has two large, centrally located parking decks dedicated to student parking, the 16th Street Deck (located on the corner of 16th Street and 10th Avenue) and the University Boulevard Office Building (UBOB) Deck, located on the corner of University Boulevard and 12th Street. Both decks are well lit and have significant security camera coverage of all traffic lanes and entry points. Both decks were designed with ease of student access in mind, and as a result have numerous entry points (doors/portals) that are convenient to pedestrians. We recommend that, to increase security of students using the decks, the following facility security improvements be pursued:

UBOB Parking Deck Improvements

- Since the pedestrian doors to this facility are located near busy sidewalks some distance away from vehicle entry/exit points, add doors and One Card access readers to all the open entryways on the ground level of the deck and to the entryway from the 2nd level crosswalk to discourage access by non-UAB pedestrians. There are a total of 5 entryways that require doors at an estimated cost of \$35,000 each, plus one handicapped accessible entrance at an estimated cost of \$50,000, for a total cost of \$225,000.
- Improve security camera coverage by adding digital security (IP) cameras to cover all pedestrian entrances on the 1st level, 2nd level cross walk entry, and all vehicle entry / exit lanes and entrances from UBOB academic building. This will require 13 additional cameras at a cost of approximately \$26,000.
- Add card readers to the 3 elevators, so they will only operate for current UAB students/staff/faculty, at a cost of approximately \$30,000. For events where external guest parking exceeds available guest space, access can be coordinated as required.

Total estimated cost to complete all recommended security improvements for the UBOB deck: **\$281,000**. Status: In process.

16th Street Parking Deck Improvements

- Add 9 additional, digital security cameras to cover all pedestrian entrances on the 1st level and all vehicle entry / exit lanes. Total cost for additional cameras is \$18,000.
- Since the pedestrian doors are adjacent to the vehicle entry/exit points which cannot be secured, card readers should be added to the 2 elevators for a total cost of approximately \$20,000.

Total estimated cost to complete all recommended security improvements for the 16th Street Deck = **\$38,000**. Status: In process.

Add 24/7 monitoring of student parking deck cameras

An additional security improvement that may be considered for implementation is to have 24 hour / 7 days a week monitoring of the student parking decks. Neither the UBOB or the 16th Street Deck were designed to facilitate 24/7 onsite security monitoring and do not have existing security offices in them. However, UAB has an available security office in the nearby 9th Avenue parking deck that can be readily equipped to allow full time 24/7 monitoring of security cameras in the UBOB and 16th street student parking decks. There would be a one-time cost for equipment of approximately \$50,000 to equip the monitoring room and then a recurring annual cost of \$300,000 to \$400,000 for the FTEs required to staff and monitor the two decks. Beyond the parking deck improvements cited above, the incremental safety value of this improvement was unclear to the Task Force. Therefore, additional consideration and evaluation is warranted. Status: Under consideration, short term.

[The LEMAP reviewers agreed with the recommendations to increase cameras, card readers and other target-hardening devices. Their recommendation to add additional safety personnel to the MARS service isn't supported by the volume and utilization data of that service, to which the reviewers were not privy. However, the recommendation for 2 additional positions to provide additional safety patrol services will be reviewed as part of the ongoing prioritization of campus safety initiatives. See Attachment 2, Pages 3-4 for full discussion. Status: Under consideration, short term.]

Further, the LEMAP reviewers also recommended the addition of a 2 person "Street Crime Suppression Unit" to aid the efforts of the UABPD in conducting proactive law enforcement activities to detect and arrest persons committing crimes. Unbeknownst to them, again because it wasn't described in the Task Force report draft they reviewed, the UABPD has a PACT ("Proactive Area Crime Team") which operates in the same manner and, through the addition of

recent funding, is in the process of recruiting its 2nd officer. See Attachment 2, Pages 3-4 for full discussion. Status: enhancement of current PACT is In process; consideration of additional LEMAP recommendation is Under consideration, short term.

IV. Changes to Blazer Express and Safety Escort Service:

UAB Parking & Transportation Services operates the Blazer Express Safety Escort Service, an on-demand, point to point safety escort van shuttle service that is available to students, faculty and staff. Prior to October, 2014, the safety escort operated from midnight to 5:30 am, five days a week. Based on the increased demand for safety escort services after the October incident, we increased the hours of service by 3 additional hours per night, with the service starting at 9PM instead of 12AM. Service was also added on weekends as well, providing safety escort services Saturday and Sunday nights from 9PM-5:30AM.

Activity data for the Safety Escort Service indicates that usage spiked from 10 calls per night on average before October, 2014 to approximately 28 calls per night on average at the end of October, 2014. Since that time the calls per night have been declining as time passes from the date of the incident in question. Anticipated wait times are communicated to students when they call for the safety escort and, on average, have been less than 10 minutes.

The additional cost to provide shuttle service coverage the additional three hours per evening and on weekends will be approximately **\$58,000** per year. Status: Already enacted.

[The LEMAP reviewers made an additional recommendation to change the hours of operation for the Escort Service which, ultimately, didn't increase the number of service hours, but revised the start and end times. The Task Force reviewed this service and the utilization data in-depth prior to making its recommendations and believes the current, expanded service provides the necessary coverage. Please see page 4 of the LEMAP report for the full discussion.]

V. University Sponsored Smartphone Application:

The Task Force has identified, as a university safety best practice, the provision and promotion of a smartphone safety application for use by students, faculty and staff. There are multiple smartphone safety applications available on the market from numerous vendors, most of which include some or all of the following features:

- **Panic Button** — direct immediate connection to campus safety with GPS location and personal profile information;
- **Tip Texting** —enabling anonymous crime tip reporting and 2-way communication via SMS or mobile app;
- **Personal Guardians** — allowing students to identify friends, roommates, and family as 'Guardians' along with UAB Police. Students can set a timer that allows pre-identified guardians

to monitor the safety of the student. If the timer is not deactivated before it expires, campus police and guardians are automatically provided with the user’s profile to proactively identify and check-in on the individual being monitored.

The Task Force has identified the Rave Guardian application as a potential candidate to be UAB’s application for voluntary use by students, faculty and staff. Rave Guardian is a cell phone security app that can be used by anyone on campus that transforms mobile phones into personal safety devices by creating a virtual safety network of friends, family and campus police.

Rave Guardian is in use at a number of college campuses, including Auburn and the University of Alabama campus in Tuscaloosa, and is regarded by students and parents as an excellent way to provide peace of mind about safety for students when they are on the move. While we have been told the crime rates have remained unchanged at the UA campus, and the actual, overall effectiveness of this program as a crime deterrent is under review, the initial and annual investment in this product is minimal compared to the potential return in safety and safety perception on campus.

The cost estimates for adding a cell phone security app are:

Ranges Based Upon Options Offered (TBD)

Initial Set-up Cost (custom app for UAB)	\$10,000 - \$12,000
Annual Cost	\$ 8,000 - \$10,000
Student App Cost	\$0 (other than potential data charges)

The Task Force has reviewed materials on products from several vendors and discussed a variety of choices with the student advisors to this process. Rave Guardian has emerged as the preferred product and is clearly the market leader in smartphone safety applications among universities. Some additional effort may be required to more fully vet and pursue the acquisition and implementation of this smartphone application, but the availability of such an application is becoming a campus safety best practice. Status: In process.

[The LEMAP reviewers concurred with these recommendations in their entirety. See Page 5 of the LEMAP report for full discussion.]

VI. Communication Protocols with Agencies like Crimestoppers:

Based upon some of the media issues that occurred after the subject assault and robbery incident, the protocol for release of information to Crimestoppers and other agencies providing investigative assistance has been revised.

Until required by a District Attorney or other legal authority authorized to require the production of such information:

1. Only the photo of a suspect will be released (no video);
2. Only the cover page of a police incident report will be released.

[The LEMAP reviewers concurred with this recommendation. See Page 5 of the LEMAP report for full discussion.] Status: Already enacted.

VII. Safety Education for Students and Employees:

The Task Force recommends a more comprehensive approach to safety education. The purpose of the suggested actions are to influence a culture shift at UAB that ingrains safety into UAB’s campus community – a culture shift that raises awareness and encourages our students, faculty, staff and guests to actively participate in fostering the safest possible environment in which all actively participate in their safety and that of others in the UAB community.

1. Formalize specific safety education coordination duties for assignment to current personnel or, if not practically assignable in this manner, create 2 new, full-time positions, the cost of which is:

a. Campus Safety Coordinator (“CSC”) salary and benefits- Reports to Provost Office	\$ 53,200
b. Coordinator for Sexual Assault Education (“CSAE”) salary and benefits- Reports to Student Life- AVP/Title IX Coordinator	\$ <u>53,200</u>
Sub-total	\$106,400

2. Peer Education Program – the CSC will develop a student peer education program to assist in programming for the student body (peer group may also be trained in sexual assault education and be a partnership with the CSAE):

a. Up to 20 students stipends \$500 per semester X 20 =	\$20,000
b. Programming funds, food, supplies, etc. =	\$ <u>15,000</u>
Sub-total	\$35,000

3. The CSC will develop and maintain a central campus safety website. All campus safety-related sites will link to this main site. Develop social media on campus safety. CSAE will maintain similar materials, including the Title IX web site.

Cost: TBD

4. Education Campaigns:

- a. Safety Campaign materials/campaigns both the CSC and the CSAE will develop to be distributed/posted on campus. CSAE will work with the Green Dot program material and other national campaigns. Develop Title IX education programs/materials.

Cost: \$30,000

- This effort would leverage: technology (apps, BlazerNET, etc.), in-person trainings, organized announcements in classes and student organization meetings, safety surveys, UAB News and external media, school communications vehicles (e.g., newsletters), social media, signs and posters, wallet cards, Reporter and Greenmail distributions, email campaigns, digital videos, etc.

- b. Develop materials for FYEs and FLCs and other academic courses.

Cost: TBD

- c. Educate the campus community on various issues using a planned editorial calendar that facilitates the introduction and repetition of important safety information through multiple communication channels. Some safety messages/topics that could be communicated include:

- B-Alert awareness
- UAB phone app awareness
- Weather Safety awareness
- Lab Safety
- Clery Act/Statistics
- Protecting personal property
- 911 vs. 4-3535
- Pedestrian education
- Bike education
- General police department information
- General personal safety information
- Health and fitness safety
- Sexual assault education
- RAD
- Title IX education
- Get to know UABPD
- Occupational Safety
- Emergency Management
- Parking and driving on an urban campus
- Safety resources

Cost: TBD

Sub-total \$30,000

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|--|--|----------|
| 5. Develop expanded personal safety courses | | |
| a. RAD Cost: | | \$10,000 |
| b. Green Dot education program content on by-stander Intervention: | | |
| Estimated Cost: | | \$25,000 |
| Sub-total | | \$35,000 |
6. Both positions listed in I. a. & b. would be responsible for ongoing program effectiveness assessment and reporting to their supervisors. Each program component/relationship will be evaluated to determine its effectiveness. Learning outcomes must be developed.

Budget Total Estimate:	\$226,400
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[The LEMAP reviewers concurred with these recommendations but also recommended the alignment of the Campus Safety Coordinator with the UAB Police Department. It should be noted the Police Department already has in place a Crime Prevention Specialist position which will be assigned to coordinate and collaborate with the Campus Safety Coordinator once that position is established or the duties assigned to existing personnel. See Page 5 of the LEMAP report for full discussion.] Status: Under consideration, short term.

VIII. Potential 24/7 lockdown of UAB Facilities:

The Task Force recommends this issue be remanded to the University Safety Committee to engage in a review of whether or not all university facilities should be locked down on a 24/7 basis. It is recognized that not all buildings are currently configured or staffed to accommodate an immediate implementation of such a recommendation and that some buildings, based upon their public use, may not be appropriate candidates for lockdown. The following topics for consideration, while not all-inclusive, are representative of the issues that should be taken into consideration by the University Safety Committee in its review:

1. Clear expectations on what can or will be accomplished through a full-time lockdown scenario;
2. Effectiveness in preventing crime, both violent and non-violent, at other institutions that have engaged in permanent lockdown;
3. Determine what, if anything else, is needed for the Banner System to manage student cardkey access to appropriate buildings as semesters and student status changes;
4. Not all buildings are currently configured or staffed to accommodate full-time lockdown;
5. A campus-wide initiative to lockdown buildings on a full-time basis must be sponsored and paid for at the institutional level;

6. Not all buildings have security card systems (the campus is approximately 95% lockdown ready).

The Task Force recommends that the institution add card key lock systems to the remaining 19 buildings that do not have such so that lockdown of those facilities can be accomplished quickly and remotely by Physical Security in the case of an emergency.

The cost estimate to add card-key systems to these buildings is \$540,000, with the majority of that cost (\$305,000) due to the three largest and/or complex buildings.

In general, it costs \$6,500 for wiring and connection of the 1st door in a building to the central system and then \$2,500 to \$3,500 for each additional door.

[The LEMAP reviewers concurred with this recommendation. See Page 5 of the LEMAP report for full discussion.] Status: Under consideration, short term.

IX. Campus Lighting and Surveillance Cameras:

It is recognized that security lighting is one of the most important components in campus safety. However, UAB does not control the primary source of security lighting (street lights) but continues to request that the City of Birmingham and Alabama Power Company turn over bulb/equipment replacement for street lights on campus to UAB. Further, in order to supplement street lighting, UAB Facilities Planning should immediately begin to add security lighting to the exterior of UAB buildings as part of planning process for new facilities or exterior renovations of existing facilities.

We have three light owners on and around campus: City of Birmingham, Alabama Power and UAB. Light poles are labeled to identify the owner and each has a number to identify its location, except for UAB's "acorn" lights which we know to be ours. Our modified protocol is that all of our maintenance and security personnel know to report, by identification number, any nonfunctioning light that they notice during their regular course of duty. Additionally, our maintenance team conducts a night light audit two times a month for the specific purpose of cataloging and reporting lights that are out.

All reports are turned in the following morning to the proper responsible party. If a UAB light is out, we try to deal with it that day. If an Alabama Power or City light is out, we transmit the information and follow up if we don't see a repair within 48-72 hours.

There is also an annual Night Audit performed with student government leaders which, this year, took place on Nov 19, 2014. As a result, any areas of the campus believed to need additional lighting will be reviewed.

Currently, UAB has extensive security camera coverage across campus with over 2,900 cameras in service. Older, analog camera technology is also being replaced with digital technology for improved image resolution and retention. There was a project approved in 2014 to add new external cameras for enhanced street/intersection monitoring, public space monitoring and entertainment facility monitoring (specifically Bartow Arena and Alys Stephens Center). The cost of this project is \$200,000. Status: In process.

The West Campus Fields are an area potentially in need of additional security lighting and cameras. In particular, the area to the west of the UAB soccer facility, which is used regularly for intramural sports by students and campus recreation, would benefit from lighting/camera investment(s). We believe the lighting/camera upgrade project for the West Campus Fields would cost approximately \$150,000-\$200,000. Status of this specific project: Under consideration, short term.

[The LEMAP reviewers concurred with these recommendations but made further suggestions for LED lighting and light measurement readings by qualified personnel, both of which are already in planning and/or practice at UAB but not described in detail in the documentation reviewed by LEMAP. See Page 6 of Attachment 2 for full discussion. Further, the LEMAP reviewers made a recommendation for a daytime safety walk which will be assigned to the Campus Safety Coordinator for review once that position has been filled or the duties assigned to existing personnel.] Status of this section in general: Already enacted.

X. UAB Neighborhood Revitalization:

UAB should continue its ongoing efforts to acquire troubled properties adjacent to its campus with the intent of renewing or repurposing them to help increase campus safety.

In addition, the institution will work with REV and other Birmingham development organizations to encourage revitalization of the neighborhoods around its campus. We will explore creative incentive programs that have been successful at peer institutions such as Ohio State and Western Kentucky, in attracting their staff and faculty to redevelop and live in neighborhoods adjacent to their campuses. There is a significant opportunity on all sides of UAB's campus to improve housing quality and to develop a stable residential environment, which will contribute to the overall safety environment.

[The LEMAP reviewers concurred with these recommendations and suggested we also review a similar program at the University of Southern California. See Page 6 of Attachment 2 for full discussion.] Status: Under consideration, long term.

External Review Summary: Further LEMAP Reviewer Recommendations

In their summary, the LEMAP external reviewers also commented and/or recommended the following, additional actions be taken by the University. (Please see Pages 7-8 of Attachment 2 for full discussion):

- A. *LEMAP Comment: The Task Force's review of the problem and solutions offered were comprehensive, well thought out and thoroughly researched. The recommendations included best practices currently being implemented on colleges and universities across the country. The make-up of the task force which included representatives of all stakeholder groups, greatly aided efforts.*
- B. *LEMAP Comment: The task force report is exhaustive and covered virtually every critical issue except why the suspect was in the area and how he managed to victimize the students. Looking at the crime from this perspective could offer additional alternatives. However, a full review from this perspective is nearly impossible considering public access to campus and the urban nature of the campus.*

In light of the foregoing statements, the reviewers included an additional set of recommendations encompassing a broader community policing approach:

- 1. *Continue the use of UABPD's rapid response team where officers help prevent future crimes by apprehending new offenders and follow through the entire judicial process in regard to that arrest. UAB should publicize the safety enhancements implemented (without compromising sensitive details) so that word gets out that if you commit a crime at UAB you will be identified and prosecuted.*

Campus Safety Task Force Response: The UABPD already has in place a PACT which acts in the manner suggested by the reviewers. As previously mentioned in this report, the UABPD is currently conducting a search to fill a 2nd newly released position on this team. Status: In process.

- 2. *Ensure all UAB officers practice community policing daily (being familiar with the environment, its people, places and things). Officers should use interpersonal and communication skills, make eye contact and/or speak to individuals as they go about patrolling. Individuals will recognize they are seen and known, including those with nefarious intent, while the general population is made to feel more secure.*

Campus Safety Task Force Response: According to Chief Anthony Purcell, this practice is already part of the training and operating culture of the Department. Status: Already enacted.

- 3. Continue to use and expand Criminal Trespass warnings as a means to know, detect and deter individuals who do not belong on campus.*

Campus Safety Task Force Response: This recommendation is already part of the practice of the UABPD. In 2014, the Department issued 514 criminal trespass warnings. Status: Already enacted.

- 4. Use the community court if there is one, if not, talk with the district attorney to implement one. This process can help with repeat offender problems.*

Campus Safety Task Force Response: The criminal court system in Alabama differs from that in the home districts of the reviewers. Chief Anthony Purcell indicated his Department has an excellent rapport with the District Attorney's office and that UAB fully collaborates with the District Attorney's efforts. Status: Already enacted.

- 5. Partner with local, state and federal law enforcement, as well as private security, to provide a secure environment.*

Campus Task Force Response: UAB and the UAB Police Department already partner with the full list of local, state and federal law enforcement agencies, as well as local private security concerns like Crimestoppers. There exists a strong, critical partnership with the Birmingham Police Department, as evidenced by the loan of Captain Cory Hardiman to work with the UAB representatives on the Campus Safety Task Force. Status: Already enacted.

- 6. Include building services and facilities employees on the ground level to watch out for the safety and security of the University and its surroundings. This could add hundreds of people to the eyes and ears of the UABPD since these employees are more familiar with the environment than anyone else.*

Campus Safety Task Force Response: This is an excellent suggestion not originally considered by the Task Force. Facilities employees currently engage in monthly safety training, and topics which will help them become more aware of their surroundings from a security perspective could be developed and added to the existing curriculum. Status: Under consideration, short term.

- 7. Have members of the municipal public works department, local utility companies and churches involved in problem-solving sessions. Community groups can come together to solve problems of crime and crime perception.*

Campus Safety Task Force Response: High level representatives of the University already regularly meet with community groups (like neighborhood associations) to help accomplish this objective. Status: Already enacted.

Attachment 1

Campus Safety Task Force Cost Estimates and Status for Implementation of Recommendations

Description	Status/Notes	Estimated One-Time Cost	Estimated Annual Cost (Ongoing)
Improvements to B-Alert Communication Process and Testing		0	0
Improvements to B-Alert Advance Message Scripting		0	0
Development of Notification Subgroups		0	0
Integration of Emergency Communication Systems ("Easy Button" solution)		150,000	TBD
Evaluation of Customer Service from Blackboard Connect (B-Alert vendor)		0	0
RFP Process to Replace B-Alert	This will only occur if all customer service issues with Blackboard Connect cannot be resolved.	TBD	TBD
Revisions to Communication Protocols for Incident Management		0	0
UBOB Parking Deck Security Improvements	Entry gates and Card-Key Systems	225,000	0
UBOB Parking Deck Security Improvements	Additional security camera coverage	26,000	0
UBOB Parking Deck Security Improvements	Addition of card key system to elevators	30,000	0
16 th Street Parking Deck Improvements	Additional security camera coverage	18,000	0
16th Street Parking Deck Improvements	Addition of card key system to elevators	20,000	0
24/7 Monitoring of Student Parking Deck Cameras	Equipment Cost	50,000	0
24/7 Monitoring of Student Parking Deck Cameras	Personnel Cost	0	300,000 - 400,000

Description	Status/Notes	Estimated One-Time Cost	Estimated Annual Cost (Ongoing)
Approval of PACT Team Officer			47,497
Additional Escort Service Cost for Expanded Hours			58,000
Smartphone Security App		10,000-12,000	8,000-10,000
Communication Protocols with Agencies like Crimestoppers		0	0
Campus Safety Coordinator	If separate position established vs. assignment of duties to existing personnel		53,200
Coordinator for Sexual Assault Education	If separate position established vs. assignment of duties to existing personnel		53,200
Peer Education Program	Stipends for 20 students, programming costs		35,000
One stop campus safety website for general safety and sexual assault education		TBD	TBD
Safety Education materials/campaigns			30,000
Safety Mini-Courses	i.e. Weather Safety Awareness, Pedestrian and Bike Education, Parking and Driving on Campus, Protecting Personal Property, etc.		30,000
Expanded Personal Safety Courses	i.e. Rape Aggress Defense, Green Dot Bystander Intervention, etc.		35,000
Card key systems for remaining campus facilities	19 facilities with 56% of the proposed budget expended on Humanities Building, Sterne Library and the University Commons	540,000	
Ongoing Effort to Add External Cameras Across Campus	Phase I project underway	200,000	
Campus Lighting	West Campus Fields Project	150,000–200,000	

Description	Status/Notes	Estimated One-Time Cost	Estimated Annual Cost (Ongoing)
UAB Neighborhood Revitalization Program	For long-term consideration	TBD	TBD
Daily Use of Community-based Policing Techniques as Recommended by LEMAP		0	0
Use and Expand Criminal Trespass Warnings as Recommended by LEMAP		0	0
Establish rapport with District Attorney's Office and Collaborate with its Efforts (LEMAP Recommendation)		0	0
Partner with Other Local, State and Federal Law Enforcement Agencies (LEMAP Recommendation)		0	0
Educate and Use Building Services Personnel to Help Observe Surroundings for Safety and Security Issues		0	0
Meet with Community Groups to Engage in Problem Solving Sessions			

Additional Potential Costs Under Review (LEMAP Recommendations)

Description	Notes	Estimated One-Time Cost	Estimated Annual Cost (Ongoing)
2 Additional Safety Patrol positions (Recommended for MARS)			80,000
2 Additional PACT Officers			94,994

Highlight Legend:

Green = Already enacted

Blue = In process

Yellow = Under consideration, short term

Pink = Under consideration, long term

Attachment 2

LEMAP Report