Overview of
Campus Safety Strategies

A Report for
The Vice President of Administration

February 1, 2008

Presented to
Vice President J. Michael Gower
By
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EXECUTIVE SUMMARY & STATEMENT OF PHILOSOPHY

Maintaining a safe and secure campus at which to learn, work, live and play is of the highest priority for the University of Vermont. The numbers of people, the size of the campus, and the variety of activities that occur within its facilities and on its grounds cause UVM to function much like a small municipality. The University has adopted and continually refines with constituent input the following measures to complement personal preparedness and good common sense:

Police Department: The University maintains a high quality, nationally accredited; service oriented and institutionally supervised law enforcement presence on the campus in the form of UVM Police Services. Police dispatchers serve as the state certified 911 answering point for the campus and also dispatch UVM Rescue. The department offers a wide-variety of crime prevention training initiatives and enforcement services.

Blue Light Units: Scattered throughout the campus are either wall-mounted or free standing Blue Light units that provide instant two way communications with the Police dispatcher. A blue light identifies their location and a clear strobe flashes when the unit is activated.

Closed Circuit Television (CCTV): To supplement human patrols and take advantage of developing technology, the University has begun to install closed circuit recording cameras in parking garages, parking lots, pedestrian circulation areas and public spaces. Cameras currently exist in the PFG Parking Garage, Police Services, and the Davis Center. There are plans for further installations as provided in the FY 09 proposal.

Mass Notification System: The University has licensed a multi-modal alerting system (e-mail, text messaging, phone calls, fax, etc) to be used to notify the campus community of pending or current emergency situations, and to provide directions (i.e. evacuate or shelter-in-place). Campus constituents may sign-up at no cost to be alerted to an emergency via various means.

CatCard Access System: The non-public spaces (sleeping floors) of the residence halls are kept locked on a 24-hour basis and are accessible only via the CatCard Access System (utilizing the UVM ID card). All major academic and administrative buildings, the public areas of the residence halls and some student laboratories are also only accessible after hours via the same system. The CatCard system technology has been outdated and a major infusion of resources will be required in short order to replace the infrastructure.

Campus Area Transportation System: CATS provides safe and convenient shuttle service to students, staff, faculty and visitors. Routes accommodate the needs of rider’s on-campus whenever the University is open and off-campus during the fall and spring semesters. Special routes and shuttle times accommodate the needs of students who visit downtown Burlington and the surrounding neighborhoods on Friday and Saturday nights. UVM affiliates are also provided fare-free access to all CCTA buses with their University ID card.

Safety and Security Initiatives: A variety of safety and security initiatives have been employed by the Dean of Student’s office, the Women’s Center, the ALANA Center, the Greek organizations, and various student clubs and organizations to complement police initiatives and security technologies.
ACKNOWLEDGEMENTS

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FORWARD

It is likely that aspects of campus safety have been missed in this report, or weren’t flagged for higher consideration under future needs. Where this is accurate, the neglect was not intentional. The Department of Risk Management and Enterprise Technology Services, or instance, provide a number of essential safety and security related services not included in this overview given time constraints and the far-reaching complexity of their role, but with full recognition that they are integral to the fabric of our campus safety. Their contributions and strategic funding needs should be considered in future iterations and recommended next steps as found at the end of this document. Such absence, in general, is a function of the time given to complete this task and recognition that this can only be a summary document. If serious consideration is to be given to the creation of a strategic rubric for campus safety needs, then it will require a more organized committee structure with input from many campus demographics. This is further outlined under Next Steps.
INTRODUCTION

There are three main concerns for safety and security at the University of Vermont. First, the protection of people. Second, the protection of physical property. Third, the protection of intellectual property. This overview of campus safety strategies will focus on the first and second through a historic review of infrastructure investments and educational programming. The summary and closing remarks will identify areas in need of a fiscal infusion to maintain or achieve stated intent for the program, technology or organizational needs. It’s important to recognize that the funding streams for the programs, technology and organizational needs come from a broad range of sources. As such, it is difficult to control and manage such needs through one specific person, department or initiative.

The information provided herein will form the contextual basis to assist decision makers with allocating fiscal resources by understanding the application of technology; future tools for campus safety and security; and institutional initiatives. The university’s strategy continues to focus on finding a combination of staffing and technology resources that allow a smart deployment of assets to the areas of need identified through statistics, reports, analysis, and programmatic requirements. This report will briefly describe the police department; implementation of the emergency blue lights; the closed circuit television camera system; and door access systems (CatCard) in the academic, administrative and residential buildings; and programming initiatives through the various units within the Division of Student & Campus Life. In anticipation of the section describing technology usage for security needs, the overriding goal is for such technology to be utilized as a force multiplier and not supplant human resources.

INFRASTRUCTURE & STAFFING RESOURCES

Campus Police

In May 1964, the University of Vermont formalized its commitment to campus security when it hired a director and five officers, all of whom were selected from the custodial staff in the physical plant. Through the decades that followed, the department evolved in alignment with the police movement on
college campuses and became a fully functioning law enforcement entity in 1991. The Department of Security Services became the Department of Police Services with the backing of the administration and assistance of the Vermont State Legislature. UVM’s leadership recognized the need to have an in-house police service due in part to increasing public safety demands on campus that included service calls, crime prevention activities, and law/policy enforcement. This allowed the university to effectively blend justice and education by linking the campus judicial affairs process and the criminal justice system.

In November 2003, Police Services became the second internationally accredited police department in the State of Vermont and one of only several dozen at universities and colleges in the United States. Department policies and practices meet widely held professional practices and ensure that the delivery of service to the campus is consistent with best practices. Police Services provides law enforcement, community support functions, and emergency response services to the campus and surrounding areas every hour of every day of the year. UVM police are state certified law enforcement officers with statutory arrest authority anywhere in the State of Vermont. Each operational shift is led by a police sergeant and staffed with 1 – 3 police officers depending on the shift configuration, time of day, and number of special events on campus. The shift-staffing schedule was arrived at after a careful analysis of historic trends in calls for service (CFS) combined with population trends and campus density. Like most university police departments, the agency employees non-sworn officers to assist with the physical security of administrative and academic buildings while leaving sworn officers to address emergencies and investigations. These service officers work schedules that permit them to visit every administrative and academic building each night in order to secure doors, windows, access points, and assess safety and physical plant needs. In the mid-nineties, the department became the only agency outside of state control to operate a public safety answering point (PSAP) for Enhanced 911 calls. UVM Police dispatchers are certified E911 call takers and staff the communications center around the clock. The university’s telecommunications department maintains the necessary equipment to ensure continued compliance with state law, E911 standards and related mandates.
UVM has received grants from the United States Departments of Justice and Homeland Security for department and institutional security needs totaling $792,979 over the past 10 years. The vast majority of the grant monies allowed the university to hire additional police officers with the rest covering essential equipment costs (including a substantial portion of the institution's centralized voice recording system).

The university, in recognizing the challenges Police Services faced with recruitment and retention, and supervision, made several strategic investments during the last two years to make compensation and benefits competitive. The result is a stronger, more stable police department and 24/7 supervisory coverage. The annual ledger 2 and ledger 3 combined budgets for Police Services is $3,143,995. This doesn’t include monies paid from other accounts for security related services from special and athletic events.

*University Fire Marshal*

Physical Plant, Risk Management and Police Services currently have shared responsibility in the area of repair & maintenance of fire protection systems; fire and life safety education & training; and inspections, and emergency response. In the past several years there have been some deficiencies in the response to emergency incidents on campus and building evacuations, which have been cited by the Burlington Fire Department as highly problematic. In addition, UVM’s property insurer has cited deficiencies with respect to the frequency of inspections and testing of fire protection systems. Risk Management's Loss Prevention Specialist Position, which has responsibility for coordinating all general safety efforts on campus, devoted only about 25% of their time to fire and life safety given other duties. Because of this and the extensive expansion of the campus, Risk Management proposed a full time Fire Marshal (or Chief Fire Safety Specialist) to devote more time to fire and life safety and to help coordinate hazmat response on campus. Having been approved, the responsibilities of the Fire Marshal are as follows:

- Develop and oversee fire prevention and life safety programs, including inspections, safety education, evacuation drills, emergency preparedness and pre-fire planning;
• Ensure fire code compliance by working with Physical Plant, A&E and insurer on design of fire alarm & sprinkler systems;

• Review plans, monitor installations;

• Monitor contractors and PPD activities relating to the testing and maintenance of fire alarms, sprinkler systems, fire extinguishers, hot work permits;

• Act as lead liaison with Burlington Fire Department

• Build/coordinate a team of first responders in primary buildings to assist with emergency drills, evacuations, and hazard identification;

• Work with Physical Plant and Architectural & Engineering Services and Factory Mutual on design of fire alarm and Monitor contractors and Physical Plant activities relating to the testing & maintenance of fire alarms, sprinkler systems, fire extinguishers & CO detectors to ensure code compliance and integration into UVM's alarm infrastructure.

The aggregate costs to maintain the Fire Marshal position along with the three Physical Plant life safety technicians is approximately $250,000 per year for personnel and operating.
Access Control – Mechanical Locking Systems

The university maintains a standard door system for access and egress of campus residential, research, academic and administrative facilities. In most circumstances the doors are forced entry resistant to match the threat, and are easily maintained and operated. In the non-residential spaces, doors are prop resistant from intentional acts or mechanical defects/maladjustment. Locks are either always unlocked (i.e., passage function); always locked (i.e., store room function); or can be locked and unlocked (i.e., office function). If these three general function classifications are not applied to the correct need the result can cause doors to be left unlocked; situations where access is denied (lock-out); door propping; and fire code violations.

The university employs various lock types to serve the needs outlined above and these include systems where the bolt projects from the door edge (picture top); bolt projects into the jamb stop (picture bottom); mortise locksets where the lockset is fully encased and designed to fit into a square cavity cut into the edge of the door, and cylindrical locksets where the lockset is installed in a two-hole boring and the key mechanism is in the lever or knob. The institution has employed latch and bolt guards to prevent access to latch bolted doors (see picture).
The advantage to mortise locksets is that they have many functions and the key cylinder can be easily changed. They tend to be designed in such a way that they are durable and forced entry resistant when properly equipped. They are not married to a specific single key manufacturer which was helpful for UVM's transition to the Kaba Peaks Key System that replaced the existing proprietary key system we had employed for many years. The disadvantages to the mortise lockset is that they tend to be propped open in high use application areas. The advantage to a cylindrical lockset is that it has many functions; is low cost; and easier to install. The disadvantages include twisting the knob withdraws the bolt; more subjected to wear and tear; and the design encourages door splitting.

The university employees staff to manage the Physical Plant Lock Shop who are responsible for managing the lockset hardware and tracking key inventory controls. UVM has written procedures for key control though we have struggled to maintain adequate inventory controls for grand master and great grand master keys.

*Access Control - Electronic*

Electronic access control systems have three key areas that require exploration before implementation, which UVM has explored. How the information is introduced into the system (encoding); who makes the decisions relating to the information (control); and what occurs as the result of the decision (action/output). Information is encoded through personal recognition; biometrics; a combination of the two; and/or a card or token. The three levels of authentication are something that you know (key pad), something that you have (access card), or something that you are (biometric reader) and the security level increases with each of these authentication means and through combinations thereof. UVM uses all three electronic access control systems at various points about campus. The most common is the CatCard ("one card") system used for access, identification and purchases.

Currently many external door readers are centrally wired to the CatCard Office where the encoding information is maintained via a server that downloads data from the institutions computer systems on a nightly basis (PeopleSoft and
Banner). Certain buildings on campus have local access systems controlled by the door unit itself, or no card access at all. The advantages to the centralized system with individualized encoding is a higher level of security; central point monitoring; immediate ability to view access logs; lower costs in reissuing lost cards; greater flexibility and number of features around access; control by Police Services during off-hours; and centralization of functions such as badging (CatCard). Several other major advantages utilizing the CatCard for access control is the ability to immediately and remotely lock or unlock doors in the case of emergency and the ability to disable an individual’s access from the central computer. Disadvantages of this system are the higher cost and more complex administration yet the pros far outweigh the cons for the university in maintaining a centralized operation for the control element.

Our decision to move to a one-card, central control operation means that we have all the features of a stand-alone system with the ability to link events; monitor alarms; generate access and audit reports; remote control doors and processes (as indicated above for Police Services); integrate with CCTV, fire alarm, prop alarms, etc.; and integrate with non-security related systems (meal points, library, debit card). UVM uses our electronic controlled access system as an enterprise-level system tied to other systems through our Local Area Network (LAN) and existing database infrastructure. The access computers are strictly monitored and secured both physically and by the use of private Virtual Local Area Networks (VLANs). There are redundant servers in standby mode in the case of failure to the primary servers, providing a very high level of reliability.

There are several challenges still ahead in completion of the access control program on our campus. Initially, there are approximately 44 buildings with a total of 63 individual doors with no automated access control. The estimated cost to complete this project is $195,000 with an annual maintenance cost of $20,000 per year. The second challenge is replacement of obsolete readers that date back to 1995. Current technology allows reuse of many of the individual components but the additional cost for this project would be $120,000. The scope of the replacement project covers 14 buildings and 45 individual doors and does not include future expansion needs.
Blue Lights

In 1984, the university installed our first Private Branch Exchange (PBX) and essentially created an internally owned and operated phone system. In doing so and recognizing the need to provide emergency communications capabilities for people outside of facilities, we installed fourteen (14) emergency ring-down boxes around campus, including on the Redstone Path. In 1997, UVM Physical Plant developed a stand-alone “solar style” blue light emergency alerting system that could be installed in areas lacking phone or power service. When activated, the device sent a tone to Police Services but didn't indicate the nature of the emergency. In essence, it was a “dumb” system that gave a location and alert but no further useful information for first responders (police or EMS). At the peak, UVM had 40 units of this type scattered across the campus (old system).

In November 2002, after a review of emerging alert system technology and the transition of UVM Police Dispatch into a state Public Safety Answering Point (PSAP) for Enhanced 911 (E911) calls, the university began replacing both the ring-down and solar systems with new self-polling Code Blue units that provide two-way communications with the police dispatch; a blue light identifying their location; and a clear strobe when the unit is activated (new system). These units are either wall-mounted to a building or freestanding and, in addition to emergency phone access, allow users the ability to dial local phone calls. Police Services, Physical Plant and the Student Government Association worked collaboratively with other institutional constituents to place these new devices. In accordance with best practices, they are placed such that one can be seen from another. Theoretically, because it’s not happened to the best of our knowledge, a person running in distress would be able to activate one device and run to another in view. As this report is being written, Telecommunications is developing a means for Police Services to remote activate the strobes simultaneously on the devices across the campus to signal a campus emergency. How we train people on what to do when they see the strobes is a matter for continued discussion.
As of January 2008, there are 131 Code Blue units scattered throughout the campus, including at points along Main Street, Colchester Avenue, Pearl Street, and South Prospect Street (on University property) and into the UVM bike and running paths. Since the inception of the new system, there has been one activation for an emergency need. The devices connect to the PBX (and Police Services) via the 911 emergency lines and, as such, data is captured in accordance with accreditation standards for Police Services set by the State of Vermont, Enhanced 911 Board.

UVM has a team of dedicated staffers who manage the campus system on a regular basis as part of their normal work assignments. In order to help facilitate problems in the field, UVM has invested in a software program (Code Blue's InterAct RPD / Remote Programming and Diagnostic Software) that allows the staffer(s) to identify and review problems (run "error reports") -- on a daily basis. Field-testing of all UVM blue lights is performed on a monthly cycle. To date, the financial commitment to the installation and maintenance of the emergency blue light system is over $500,000. Future needs and considerations are approximately $250,000.

Closed Circuit Television System

Closed circuit television cameras provide for general area surveillance and allow for the detection of movement and activities (not identification). They are ideal security technology for parking lots; pedestrian circulation areas; public spaces; and educational campuses. There are three primary applications for closed circuit television that include event driven; video motion detection; and video patrol (automated or manual). When properly deployed, CCTV is a deterrent to inappropriate or illegal activity; it provides historical recall of events; allows for the monitoring of operational activities; the verification of alarms; and the tracking and recording of building entry.

CCTV systems can be actively or passively monitored. Depending on the number of cameras deployed, active monitoring could require as many as five (5) staff positions for each 24/7 post. Under a passively monitored system, the system relies heavily on recording event driven incidents that include robbery alarms; burglar alarms; entry/exit activity; and motion detection. The
advantages of CCTV include the ability to cover large areas with fewer personnel through a centralized monitoring point and access to historical recall of the data. In this regard, security technology is a force multiplier for campuses. When used for law enforcement purposes, CCTV realizes an increase in conviction rates and allows monitors to see where people can normally not. UVM saw this benefit when Police Dispatch observed a suspicious circumstance in the parking garage and was able to intercept an illegal drug transaction in progress. Furthermore, at an event in the Davis Center police dispatchers observed a disturbance in progress before the on-site security detail knew what was happening.

Disadvantages for CCTV systems include the expense to acquire, maintain and monitor. In the several years since installing the system at UVM, the technology has migrated to an Internet Protocol (IP) based system whereby allowing for access to the cameras and servers through the existing LAN. This will save UVM thousands of dollars on expansion and upgrading. The cameras require repair and replacement; the systems can be complex and require on-staff expertise; and environmental factors can limit their efficacy (i.e., lighting, glare and shadows). The CatCard office has added one staffer to manage the campus system at a cost of $45,000. Other considerations for the efficacy of CCTV include the knowledge that they may simply displace illegal or criminal activity, and the creation of false expectations and over-reliance upon CCTV at the expense of other security solutions.

The construction of the parking garage in 2004 begged the question of how the university would monitor the structure for safety and security purposes. The nature of parking garages as enclosed spaces with numerous objects (cars) to hide behind and underneath, creates a perception and sometime reality of increased crime. UVM’s analysis of crime data and projected usage did not support the need for an actively monitored CCTV system so we funded a passively monitored system and commenced an associated RFP process to identify an engineering firm to assist with design/build. Instead, UVM strategically moved towards a passive system that Police Dispatch could video patrol during off-hours, and for which video data could be recovered when needed. Access and implementation policy issues were explored early on and a decision made that the camera resolution limit viewing items in great detail from
a distance. For instance, Police Dispatch can read the license plate off a car in the parking garage but is not able to read the text of a book on a public table, over the shoulder of a student, in the Davis Center.

In August 2004, UVM retained Schirmer Engineering Corporation, a professional engineering firm with experience in CCTV installation, to work with Police Services, CatCard Office and University Telecommunications. Technology of the day dictated that the installed system exist as an isolated network where each camera was wired directly (parallel or serial) to a server farm. This required the planning and installation of conduits and pipelines to hold the cabling, and a climate controlled room at the garage to house the server and related technology infrastructure. Given the cost of storage at the time, a decision was made to limit the saving of video to 14 days. Two (2) systems were installed: one at the garage and the second at Police Services (to replace the existing, non-recorded system). Both are wired to Police Dispatch for monitoring on a large flat-screen display in Dispatch.

The selection of the type of cameras was critical to their strategic deployment. A careful analysis of the location of each camera was undertaken based on a number of temporal, environmental and structural challenges. This allowed us to decide whether to install “fixed” or PTZ (pan-tilt-zoom), and if the camera required motion sensors; environmental thermal controls; and/or protection. For instance, fixed cameras located in the stairwells of the garage hibernate at certain times only to be “woken” by motion. It is not a good use of server resources to record the image of an empty stairwell for 12 hours but installing a PTZ with motion sensors on the upper decks is a smart installation solution for passive monitoring between selected hours. While PTZ cameras can be 3-5X more expensive than an equal quality fixed camera, they are often less expensive than multiple fixed cameras and encourage a greater degree of vigilance. Wherever possible, cameras near Blue Lights are setup to “see” the device whereby allowing Police Dispatch the ability to speak with and see a caller. This same reasoning and analysis was applied to the three-dozen cameras installed at the Davis Center.

With the evolution of technology, the cost of Internet protocol (IP) based cameras was in reach even before the garage was completed. IP-based cameras
use the university's local area network (Cat5 cables) to speak with the servers whereby eliminating the need for hard-wired systems, as found at the garage and Police Services.

The university has spent $300,000 thus far on CCTV system installation, equipment and monitoring. The pending proposal will expand the use of this technology on campus. We've estimated initial, one-time infrastructure costs for 89 cameras at roughly $117,000 and camera costs for $121,000 for a total of approximately $240,000. This project would be covered by a variety of funding sources and is comprised of three components. First, the Davis Center installed CCTV at 34 locations. Cost for infrastructure (at $1,318 each...total $44,812) and cameras (at $1,357 each...$46,138) totals $90,950. Davis Center covered these expenses. Second, departments and units that include Athletics, College of Education & Social Services (Childcare Center), Medical College, Kalkin and Residential Life, will pay for their own installation and equipment. This commitment is for 27 locations. Cost for infrastructure (at $1,318 each...$35,586) and cameras (at $1,357 each...$36,639) totals $72,225. These expenses will be billed to these departments, however a loan for initial equipment costs and installation is required since equipment is less costly when purchased in bulk, and we need to purchase servers. Lastly, we have identified areas not attached to a specific department, including 5 in Waterman and 19 in parking lots. We've prioritized four cameras in the Cashier's Office. Cost for infrastructure for these 28 locations (at $1,318 each...total $36,904) and cameras (at $1,357 each...$37,996) is $74,905. These expenses require general fund support without recovery from a department of unit.

Mass Notification Systems (MIR3)

In the immediate aftermath of the rampage shooting tragedy at Virginia Tech which claimed the lives of 32 students and faculty members and caused injuries to many others, colleges and universities have struggled with the demand to implement systems and protocols to immediately notify community members during emergency situations. The need for such systems and policies is highlighted in several reports published in response to the Virginia Tech shooting. Specifically, the Virginia Tech Special Task Force Report called for all
IHEs to implement systems that facilitate emergency mass communications with all campus community members.

**Recommendation VII-2:** All key facts should be included in an alerting message, and it should be disseminated as quickly as possible, with explicit information.

Several gubernatorial reports have echoed the need for multi-layered communications systems and the lack of standards for such systems. The Florida Governor's Report says:

*These discussions made several points about mass emergency notification systems clear to the members of the Task Force. First, our colleges and universities are being bombarded with vendors offering technological solutions to this issue, yet no clear minimum standards for acquisition or best practices for their use exist at the national or state level.*

Finally, in their Report to the President of the United States, the secretaries of Education and Health and Human Services and the Attorney General cited emergency communications as a critical challenge:

*Finally, many schools are using or evaluating new forms of technology to communicate with students in an emergency. However, they report that they often face challenges in establishing and maintaining these systems.*

There is little doubt that the effective and efficient selection, procurement and implementation of MNS can enhance safety on America's campuses. These systems serve several purposes during critical situations.

**Inform:** Allows administrators to immediately notify campus community members of a pending or current emergency situation. In this case, knowledge is a powerful tool and provides constituents with needed information to make informed decisions. The information push capability of these systems and services support the concept of Community Oriented Policing because the institution is involving members to the extent possible.

**Direct:** In addition to informing campus community members about the nature of an emergency, the administration can also direct those
individuals to take certain actions. For example, a particular event may require members to “shelter-in-place” while others may require members to evacuate a facility.

Control: Rumors run rampant during the early stages of an emergency situation. These systems give IHEs the ability to control information and ensure the “right message” is being delivered to the right constituents in a timely manner.

The effective and efficient use of a mass notification process at Delaware State University (DSU) in September 2007 was widely lauded at the university and in the national press. Following a shooting, University Police issued email notices and posted flyers throughout campus, informing students of the situation, warning them to stay inside until further notice, and encouraging those with information about the incident to come forward to assist with the investigation. Although the University did not have a “mass notification system,” their prompt and full disclosure of the incident to the campus community reflected the University’s acceptance of the new standard for immediate notification of incidents that affect the safety and security of the campus community.

University officials told students about the shooting with phone calls, a notice posted on the campus Web site and notifications in each dormitory, a speedier method developed after the Virginia Tech shootings in April...

DSU officials said an e-mail alert was sent and posted online, and fliers were posted around the campus at about 2:40 a.m., nearly two hours after the shootings. Shortly after the shootings, authorities alerted resident assistants to the shootings and they spread word throughout the dorms in person.

"I think the biggest lesson learned from that whole situation at Virginia Tech is don’t wait. Once you have an incident, start notifying the community," Carlos Holmes (university spokesman) said.

Similarly, an incident at St. Johns University in October 2007 drew national attention. After a man with a rifle was spotted by students on Long Island campus, the campus public safety department used their recently procured MNS
to inform the community of the situation and advise them of safety precautions they should take. As in the DSU case, students and the press lauded the institution for its decision-making and prompt notification. By that time, university officials had implemented their brand-new emergency notification system, sending out hundreds of text messages to staff and student cell phones, including Benson's. "It was crazy," said John Gray, 18, a sophomore who was taking a Spanish test when the announcement was made. "Our professor was saying, 'Stay calm,' but it was so chaotic." The campus was locked down until 5:30 p.m. while cops searched every corner, and classes were canceled.

In advance of the tragedy at VA Tech, the University of Vermont recognized the challenges of mass notification over a multi-year period where the Emergency Operations Group struggled with notifying the campus during several major crisis. As such Chief Gary J. Margolis and CIO H. David Todd began discussing such a need approximately 8 months prior to VA Tech under the realization that we'd have to justify the considerable expense for a system that might not be used very often (which we now know would not be the case). Situations when the institution may use a mass notification system include severe weather alerts; chemical spills; fire alerts; residence hall emergencies; alarms; and rapidly unfolding violent events. Critical information might include the nature of the event; recommended courses of action; dangerous areas to avoid; and recall of key personnel: UVM should be to communicate information rapidly to members of its community at risk because of events in the immediate area. "Members of the UVM community" includes UVM students, faculty, and staff. The technology we've explored can also facilitate communication with parents and the larger Burlington and Vermont communities, if appropriately configured.

There are many ways to communicate an emergency and/or information about a rapidly unfolding event, ranging from air raid sirens to electronic message boards. An exhaustive review of all the alternatives and their possible application in the UVM environment would be just that: exhaustive. We anticipate substantial changes in these systems over the next few years as a result of the Virginia Tech incident. Chief Gary J. Margolis and CIO H. David Todd were tasked to identify a solution comprehensive for our immediate needs with
long-term viability, knowing that the University may choose to conduct a thorough RFP process after the market settles.

We believed that a system combining text messaging, email, and phone/voicemail alerts, with options chosen by the individual, would be the best solution. The system chosen should have the following characteristics, at a minimum:

- It should be a **hosted service**, provided by a commercial enterprise, not an internally managed system.

- The **service should be robust** – multiple service sites, redundant systems, capacity to handle a large number of alerts quickly, extensible to other services as demands change, etc.

- It should be a **multi-modal service**: text messaging, voice/voicemail, email, and perhaps web content management should be integrated into one interface for easy communication from one (virtual) location.

- The service should be **securely auto-populated** and updated through the university's Banner and PeopleSoft systems.

In addition to such a system, we are also exploring an installed air raid siren on each campus. By way of example, American Signal, I-Force 1600 is a system we'd expect to pay $120,00.00 for one on each campus: Main Campus, Athletic Campus, Redstone Campus and Trinity Campus. The I-Force 1600 allows for sound alerts, recorded messages, and a public address system. We are also exploring a conversation with Whelen Signal Corporation and have yet to determine if one is needed on each campus, or if we can attain the same coverage with other configurations.

CIO H. David Todd, Chief Gary J. Margolis, and the small team of people that worked on selecting the appropriate vendor for mass notification believed it was prudent to implement a small number of highly-effective services and watch as new alternatives evolve and as the market shakes out. In short, we believed that we should focus now on ways to communicate quickly and effectively with students, faculty, and staff using tools that they most routinely use. We
concluded that some combination of cell phone/PDA text messaging; phone/voicemail; email and web site for more detailed information was the way to go.

We also believed that reaching 25% of our population in a rapidly unfolding situation would provide the best coverage. We believed that 100% coverage is not a necessary goal. Reaching even 25% of our students would quickly result in near-universal situational awareness. So our goal should be to provide critical information, succinctly, employing the tools that members of the community already use routinely. Having said all this, the University of Vermont entered in an agreement with MIR3, a well-established leader in mass notification technology, to provide this service to the University. The cost of this system is $35,000 per annum.

Transportation & Parking Services

The Campus Area Transportation Service (CATS) provides safe and convenient shuttle service for students, staff, faculty, and visitors. CATS supports alternatives to driving, helping to reduce the number of vehicles traveling on city streets and parking in lots at the center of campus. The CATS system is handicapped accessible. Special shuttles for students studying late at the Bailey/Howe Library during finals week. The Midnight Special will transport students to their residences either on-campus or within a two-mile radius of campus. Students board bus at the Royall Tyler Theatre shuttle stop.

On Friday and Saturday evenings only, CATS now combines the On-Campus and Off-Campus routes to form the Weekend Run, which now has pickups every 10 minutes between 9PM and 12:30AM. This route is designed to provide 15-minute service to passengers moving about on-campus and those who wish to visit Downtown Burlington and the surrounding neighborhoods. Beginning at 6:30 PM there are two CATS buses running and covering the routes with 15 minute service to 2AM and 30-minute service to 3AM. This route runs during fall and spring semester periods only.
Residential Facilities Security

The Department of Residential Life in consultation with the Department of Police Services adjusted their access policies to reflect a commitment to appropriate security for the on-campus living spaces. With the exception of the Living/Learning Complex, which also houses many offices, academic spaces, and dining facilities, all of the other nine (9) Residential Complexes and their entrances are locked 24/7 and require building-specific keys and/or ID cards for access. All landline telephone connections dial directly to Police Services’ E911 dispatch, and all Residence Halls have updated fire and sprinkler safety systems. Residential Life is currently upgrading all carbon monoxide detection from localized to hardwired systems. Lastly, with regards to infrastructure, Transportation & Parking Services operates a shuttle service to and from every residential campus.

Residential Life and Police Services have developed an Officer Liaison Program in which police officers are assigned to specific complexes, and Residential Life and Police Services staff conduct joint programs throughout the year on topics that include basic crime prevention; personal safety; and drug and alcohol awareness. Residential Life staff host the off-campus transition workshops with the Office of Student and Community Relations to assist residential students with a number of issues pertinent to their moving off campus in their later college years.

UVM’s Residential Life System is staffed by higher education and student affairs professionals. Full-time and Graduate professionals live in the halls and work in close partnership with Police Services to maintain an appropriate level of security and community decorum. Residential Life staff train with Police Services staff to ensure that proper emergency response protocols and confrontation skill levels are in place. Residential Life has an after hours on-call duty system for both students and professional staff whereby residential assistants (RA’s) are on-duty each night from 5 pm to 8:30 am, rounding periodically to make contact with students, check doors, and be aware of issues and problems in the building. Main desks in the residential facilities are open from 8AM to 4:30PM, Mon – Fri, with more limited hours on weekends.

Residence Assistants (RAs) perform duty at all residential complex main
desk areas from early evening, i.e. 5PM to midnight conducting duty rounds and safety checks of doors and facilities three times per night. Professional and graduate staff members are also on-call by phone or in-person to assist undergraduate staff with problems, emergencies, or crises. They conduct monthly health and safety inspections of all student rooms to ensure policy compliance and that fire safety mechanisms are operable.

**INTERVENTION & RESPONSE**

In addition to the staffing of a police function and the implementation of security technologies and appropriate Residential Life policies and practices, the university has employed a number of programming functions to foster a safe and secure environment.

**Case Management Team**

The University of Vermont maintains a “Students At Risk” (STAR) Case Management Team to identify and assist students who are at risk of failing or having to leave the university for behavioral, psychological, or health reasons. The individual privacy rights of students are protected by state and federal laws including FERPA and University policy and will be maintained throughout. Students with mental health issues are able to be successful at the University of Vermont and every attempt will be made to support this outcome. However, in some cases students may be unable to successfully pursue studies because of their condition. Recognizing that the behavior of individuals can have a profound impact on the community, a balance must be maintained between a desire to support individual students and the safety and well being of the community. Departments represented on the team include:

1. Dean of Students office
2. Center for Student Ethics and Standards
3. Residential Life
4. Campus Police
5. Center for Health and Wellbeing
6. Arts and Sciences Dean’s Office
Other members of the university community may be asked to attend on an as needed basis. The primary functions of the case management team are to:

- Consult with one another about appropriate strategies for assisting students of concern and supporting the UVM community;

- Agree upon a plan of action so that various university personnel are taking a consistent approach to assisting a student;

- Identify a “point” person (s) who will coordinate the assistance that a particular student of concern receives;

- Determine who needs to have information about particular students of concern so that the optimal balance between offering assistance and maintaining privacy of students is achieved.

- Make strategic and policy recommendations to the President’s Commission on Social Change based on campus-wide and national mental health and behavioral trends and Best Institutional Practices.

**Victim's Advocate**

The Victim's Advocate is responsible for providing direct services and coordinating services on campus for victims of sexual assault, stalking, and relationship violence and domestic violence. She serves as a confidential source to provide options, information and advocacy to survivors of sexual violence, and to friends and family members. She also provides educational programs around issues of gender violence to students, staff, and faculty, and chairs the Gender Violence Response Team. The advocate works closely with a variety of campus and community organizations to help prevent violence and to provide the best service possible to survivors.

**Gender Violence Response Team**

The Campus Gender Violence Project (CGVP), funded through the U.S.
Department of Justice, Office on Violence Against Women, Grants to Reduce Violent Crimes Against Women on Campus Program, is committed to strengthening the community response to gender-based and sexual violence through comprehensive advocacy services, training and education/outreach to the campus community. The CGVP has worked steadily to build a coordinated community response to addressing gender-based and sexual violence with campus and community partners. The main foci of this project are to:

- Build a coordinated community response to addressing violence on campus
- Enhance services to victims of violence
- Improve education and prevention programs
- Provide training opportunities for campus first responders and service providers, including Judicial Affairs and Police Services
- Develop Peer Education opportunities for students
- Collect quantitative and qualitative data on students’ experiences and perceptions regarding gender violence.
- Strengthen partnerships with community-based domestic violence and sexual assault victim services organizations.

Counseling Center

The Counseling Center is a branch of the Center for Health and Wellbeing (CHWB), a part of the larger Division of Student and Campus Life. The CHWB is comprised of the Student Health Center, Health Promotion, Athletic Medicine, the Women’s Health Clinic, and the Counseling Center. The Director of the Counseling Center, Todd Weinman, PsyD, reports to the Interim Director of the Center for Health and Wellbeing, Jon Porter.

The mission of the Counseling Center is to offer a broad range of Counseling and Psychological Services, in collaboration with related University areas, to the greater campus community. In order to fulfill this mission, they provide direct clinical, educational, and preventive services to promote the psychological wellness of the campus community with a primary emphasis on students. As an organization, they strive to promote a friendly, welcoming
environment where first-rate services are delivered. The Center strives to provide culturally competent, accessible services for all members and groups that comprise the diverse university community, and they are committed to the continual development of awareness and appreciation of individual differences within that community.

**UVM Rescue**

UVM Rescue is a state certified emergency ambulance service staffed and operated by University of Vermont students 24 hours a day, 365 days a year. Their primary responsibility is to provide emergency medical care to the University of Vermont campus. They also supply primary back-up for Burlington, South Burlington, Shelburne, Winooski, Richmond and other local communities as part of a mutual aid plan. UVM Rescue also works in conjunction with the New York State Police Life Flight transport program, DHART (Dartmouth-Hitchcock Air Response Team), Life Net, and with Fletcher Allen Health Care, by transporting patients who have been airlifted by helicopter to a landing pad located behind our quarters to FAHC. Rescue responds to over 1,300 requests for an ambulance every year. These requests range in severity from ill students, to life-threatening emergencies that include poisonings, multi-trauma, respiratory difficulties, and cardiac arrests.

**EDUCATIONAL PROGRAMMING & SAFETY INITIATIVES (ON-CAMPUS)**

**Think Care Act**

You have the power to make change...  
Think about the impact of your words, actions or silence.  
Care about other UVM community members.  
Act to end incidents of harm or injustice.

After the tragic murder of Michelle Gardner-Quinn, the Dean of Student’s Office, in conjunction with several program areas and SGA, developed a campaign to promote a culture change regarding campus safety. The campaign broadly explores the importance of Thinking, Caring, and Acting responsibly about the decisions we make and the situations we find ourselves in. At UVM, student safety and security remains a top priority. While many programs and services are available, there will always be more that we can do, and we remain open to all good
ideas for improvement. The major task is balancing UVM’s tradition and desire to be an open, welcoming community with our responsibility to provide the safest environment we can for our campus community. Perhaps our greatest remaining challenge is to more effectively help students make better individual decisions about the activities they choose to engage in, and the culture they collectively shape.

*Health Promotion (Center for Health & Wellbeing)*

Health Promotion Services is one of three branches that comprise the Center for Health and Wellbeing (CHWB) along with the Counseling Center and the Medical Unit. Health Promotion Services is dedicated to educating UVM students about college health issues such as safer sex, sexual health, alcohol and other drugs, body image, eating disorders, mental health issues, and a host of other health concerns that can potentially impact college students. Health Promotion Services educates UVM students about college health issues through a number of fun and creative avenues. They celebrate awareness weeks, such as World AIDS Day, Sexual Responsibility Week, Stress Awareness Week, and Safer Spring Break with tabling events, on-campus activities, raffles, contests, posters and other print media, ribbon campaigns, and many other fun programs. Their goal is to raise awareness of these issues in order to help students make informed and educated choices about their own health and wellbeing, both today and in the future.

Health Promotion Services offers the opportunity to get involved in health education in the college community with the Student Wellness Action Team (SWAT) program. SWAT is a peer health education program that starts with taking a class, and ends with participants bringing their creativity, energy and spirit to the issues that mean the most to them for the people they care about. Health Promotion also offers educational programs and presentations to departments, clubs, organizations, residence halls, athletic teams, and classrooms. They have a commitment to Residential Life to offer Safer Sex/Sexual Health Programs and Alcohol and Other Drug Programs to all ten complexes in the Fall semester, and can offer programs to organizations on a variety of college health topics.
Women's Center Initiatives

The Campus Gender Violence Project (CGVP), funded through the U.S. Department of Justice, Office on Violence Against Women, Grants to Reduce Violent Crimes Against Women on Campus Program, is committed to strengthening the community response to gender-based and sexual violence through comprehensive advocacy services, training and education/outreach to the campus community.

The Paradigm Project Peer Educators (PPPE) is a group of students committed to social change through education, leadership and advocacy. The goal of Paradigm is to address the interconnectedness of oppressions and how they relate to violence in our community.

The Gender Violence Response Team develops and implements initiatives that advocate for a campus culture that has zero tolerance for perpetration of gender violence. We are committed to proactive outreach and education as well as enhancing available resources and services to all survivors of gender based violence, sexual assault, relationship violence and stalking.

ALANA Center Initiatives

Sisterhood Circle is an opportunity for women of color at UVM to have a safe space to discuss various topics in a supportive environment. This group is open to all women of color whether student, staff or faculty. One of its strengths is the opportunity for multi-generational discussions where women can discuss how things have changed over the years for the better and the worse.

Greek Life Initiatives

- "VISIONS" events are Greek-wide educational programming with topics including: women's health, safe sex, mental health awareness, nutrition and eating disorders, fire safety, anti-hazing. Several are programmed and attended by every member of the Greek community each semester
• A self-defense class is taught to Greek women at "New Member Orientation." Women are taught how to fight off an assault, use anti-attack sprays, etc.

• GAMMA: Greeks Advocating for Mature Alcohol Management.

• Each chapter holds a Risk Management Chair.

• "Have a Heart" and Neighborhood Relations Workshops

• Shuttles to and from Formal events

• Required drug and alcohol education for new members

• Facebook cyber safety is required; all Greek members have private profiles.

• Brothers Against Drunk Driving is a Safe Ride service provided by the Pi Kappa Alpha chapter for their members.

Free To Be, LGBTQA Club, Initiatives

• Trans Day of Remembrance is done every year in November. It is a day to recognize the violence perpetrated against the Trans (Trans-sexual/Trans-Gender) Community.

• The Day of Silence & Die-In provide stark visuals of the effects of violence on a community. The Day of Silence participants typically wear black and do not speak for an entire day, this symbolic silence evokes the silence of violence survivors who feel they have no recourse. The Die-In is a physical visual where-by students lay `dead' in a popular area of campus. The Die-In participants wear relevant statistics of LGBTQA deaths by hate crime.
Men Advocating Change Initiatives

- Men Advocating Change is a discussion and social change group that creates a safe space for men to connect with other men around issues affecting men’s health and well-being. We are committed to learning about gender violence issues (sexual violence, relationship violence, and stalking) and how to maintain healthy relationships.

- White Ribbon Campaign.

- Classroom presentations on issues of masculinity including the prevalence of ‘men as strictly violent and retaliatory’ representations.

Student Government Initiatives

- Student Action Committee has identified three key issues with entrances to residential halls. They are working with Facilities operations inside of Residential Life to address malfunctioning locks, vulnerability to breech (entering halls without the required CatCard) and the prevalence of ‘tailgating’ or multiple people entering Residential Halls on one swipe of one CatCard.

- Committee on Legislative Action has instituted the ‘Have a Heart’ campaign. Students participating in ‘Have a Heart’ distribute chocolates donated by Residential Life to students walking around town at night and have discussions regarding safety and the community impact of nighttime noise.

- Committee on Legislative Action has recently initiated a program called ‘Light it Up’. Students are making a comprehensive map of lighting in the immediate Burlington area that is either not working or uselessly dim. COLA is working towards a goal of improving lighting in the area.

- Clarissa Gottshall and Christina Wehry are working towards the SGA recognition of a program called Night Vision. Night Vision is a SafeWalk program that will be operated by students committed to a safe campus
community. The program will provide a safe walking service to any student calling the program line requesting a team.

- There have been identified three areas of unsafe activity that need to be addressed on campus. Charged with looking at and implementing changes on campus are three committees. These are the Alcohol and Other Drug, Bias Incidents, and Sexual and Gender Based Violence Committees. Each of these committees have been appointed student representatives are Julie Michel, Emma Kennedy and Lillian Agyei respectively.

**Feminist Majority Leadership Alliance Initiatives**

- Participated in Burlington's "Take Back the Night"
- Working with Men Advocating Change on the White Ribbon Campaign
- Volunteer for Women Helping Battered Women and Women's Rape Crisis Center
- Sit-In Against Rape
- Hand out Domestic Violence Awareness Information on-campus
- Night of Remembrance and Reflection in honor of Michelle Gardner-Quinn
- Film Screenings of films centered around gender issues and violence

**EDUCATIONAL PROGRAMMING & SAFETY INITIATIVES (OFF-CAMPUS)**

**Student & Community Relations**

The Office of Student & Community Relations is committed to creating a safe and just environment for students off campus through partnering with students and their neighbors on initiatives and programs. About 40 percent of the University's student body lives off campus; approximately 2,800 living in Burlington neighborhoods. To meet their needs and enhance their success in their off-campus lives, the office (1) provides guidance, support, and resources; (2) identifies issues or problems confronting off-campus students and their neighbors and develops strategies to address them in ways that build community and incorporate personal responsibility; (3) cultivates among students a sense of belonging and value to the
Burlington community; and (4) fosters dialogue and understanding between students and Burlington residents about their respective expectations for their shared community life. The underpinning of the office is to go deeper into community development, such as teaching conflict-resolution skills and providing neighborhood grants to do projects, such as community gardens. Creating an environment for developing and sustaining positive relationships between students and their neighbors through dialogue and action will contribute to the successful transition of our students to off-campus living and lead to healthier neighborhoods.

Their mission is to provide resources and support to University of Vermont students living off campus so that they will have successful experiences as both citizens and renters... And to do so with knowledge of and advocacy for the needs and issues of students from diverse backgrounds... And to foster, support, and sustain better relations between off-campus students and their neighbors by encouraging and supporting students to become active, responsible, and just members of the Burlington neighborhoods in which they live and by facilitating communication between residents and students about their shared responsibility in creating healthy, safe, and just neighborhoods. Highlights of the office include the following:

1. **Neighborhood Environment**: Neighbors, students, police officers, landlords, and city officials reported that Spring 2007, for instance, was very peaceful and clean.

2. **Off Campus Bias Incidents**: The office was able to provide support and resources for an off-campus student who experienced a bias incident in her apartment complex. They also worked with Champlain Housing Trust, who owned the property, to bring resolution to the incident. The Trust is now establishing a bias policy and protocol process for all of its properties. This incident also led to our work with the university’s Affirmative Action Office to create a bias protocol for off-campus students.
3. **Community Coalition:** This diverse group of neighbors, students, landlords, business owners, and University and city representatives accomplished several key goals this year: doubled the number of students attending our off-campus living workshops; recruited members from area colleges; created quality-of-life posters on issues important to students and neighbors; enlisted a record of number of 70 student volunteers for our Have a Heart campaign; and distributed thousands of Survival Guides door-to-door to UVM students.

4. **Spring Move Out Project:** In the seventh year of the Spring Move Out Project, the office recycled a record level of items at their main event on Loomis Street. Non-profits and community members took away 400 lbs. of books, 4 tons of clothing, and 8 tons of furniture and household goods.

5. **Greek Community:** The office strengthened its work with this key stakeholder. They held neighborhood relations sessions; provided conflict resolution training; and shared opportunities for Greek members to work in the community. One project paired up male Greek leaders with male elementary students in a reading program - the teacher's intent was to provide healthy male role models to boys who were at risk. The Greek students want to participate in this program next year and the teacher is very pleased with their work and the opportunity for it to continue.

6. **Neighborhood Grants:** This year, the office established grants to neighborhoods for community-building projects. For one project, a landlord donated land for a community garden for the residents of Buell St., where many of our students live. The other grants were given to an Isham St. Green Belt Beautification Project; a Pomeroy Park Neighborhood Get Together; and an Orchard Terrace Graffiti Prevention Project Through Landscaping.

Emergency trends being tracked closely by the office include:
1. **Neighborhood Activity:** Behavior off campus is becoming more aggressive. There were several incidents of intoxicated male students breaking into homes (smashing in doors and windows) that they thought were their own, but belonged to their neighbors. The behavior greatly impacted the families living in these homes. We will be working with on and off campus partners to provide more opportunities for restorative justice, where individuals take responsibility for their behavior and restore the harm done to others and to the community, to impact this emerging trend.

2. **Student Safety:** After the tragic death of Michelle Gardner-Quinn it was clear from community dialogues that safety measures off campus needed attention - from lighting to “Buddy Up” type communications to safe ride mechanisms to programming for men on ending violence against women. Awareness was also raised that for many of our off-campus students their safety nets are hours away (a parent, a grandparent). Neighbors sought guidance from the office on how they could get involved in creating a safer community for our students who do not “know the ropes as well as we do.” The office’s task ahead as a community and as neighbors is to develop safety nets so that we are better able to look out for each other’s welfare and to respond in a timely manner to situations.

*Student Government Association – Community Coalition*

The Community Coalition is a diverse group of UVM students and administrators, Champlain College administrators, Burlington College administrators, City Hall staff, City Councilors, police, neighborhood representatives, and landlords who meet regularly to create ideas and programs designed to build community and facilitate positive interaction between the university’s students and city residents. The Coalition is an initiative of UVM’s Student Government Association. Meetings are open to all and participation is heartily welcomed. Current initiatives of the coalition include:
• Published an Off Campus Survival Guide for students that includes topics like fire safety; City ordinances and state laws; landlord and tenant rights and responsibilities; and city and university resources to address conflict. The guide was distributed door-to-door to off-campus students in the Fall 2006.

• Institutionalized a year-round educational program for students transitioning to off-campus living.

• Established a Student–Neighbor Liaison Program in the neighborhoods.

The Community Coalition’s mission statement is

To continually improve and foster a quality relationship between UVM and the Burlington Community by educating UVM and Burlington community members about each other and by establishing common ground to work out differences; to establish a central body to coordinate ongoing and innovative initiatives that will enhance the quality of life in neighborhoods; to act as a leader; to advocate and support institutional change when needed.

Community Coalition affiliate members include:

• UVM Student Government Association Officers
• UVM Student Government Association Senators
• UVM Students
• Burlington Residents
• Burlington Landlords
• City Councilors
• Burlington Police Department administrators and officers
• Burlington Center for Community and Neighborhoods administrators and staff
• City Attorney’s Office administrators and staff
• UVM Division of Student and Campus Life administrators and staff
• UVM Police Services administrators and officers
• Champlain College
• Community College of Vermont

*Community Coalition Student – Neighbor Liaison Program*

The goals of the Community Coalition are to improve the student living experience by increasing communication between off-campus students and UVM and the City. Improve neighborhood quality-of-life by encouraging positive student and non-student interaction through creative events and initiatives. In practice, students become liaisons on the streets where they live. Interested non-student residents work with student liaisons to become a team for their street. Responsibilities are minor and may be increased at each individual’s discretion. The main responsibility is to facilitate and encourage productive communication. The basic responsibilities of the liaisons include the following:

• Reach out to residents and provide contact information at the beginning of each semester

• Assist the City and UVM with distributing information on the street where they live, including information on grant money available for local projects initiated and carried out by students and non-students

• Attend bimonthly meetings with the Community Coalition Community Development Committee to discuss issues they face and ideas they have for improving neighborhoods

• Attend neighborhood association meetings whenever possible and inform the street’s residents about issues of concern that are raised, and take issues of concern from the neighborhood to City Council representatives

• Help, if possible, with recruitment and training of a replacement when they move or if they are no longer able to fulfill this position

• Learn and share information about UVM and Burlington resources that assist citizens to be successful in their neighborhood living
Liaisons may choose to increase their involvement; for example, they could work with City and UVM staff in conflict mediation efforts; organize residents around an event; or help write a grant for funding a neighborhood project (for e.g., cooking classes; story-telling for children in the neighborhood; book club).

- Liaisons can secure grant money to implement creative projects on their street, improving their neighborhood.
- Liaisons can strengthen their community development and their relationship-building skills.
- This program enhances the Student Government Association's efforts to represent their off-campus constituents.
- Liaisons learn about municipal and university services and have a path to organize and create new possibilities.
- Liaisons take a leadership role in improving neighborhood communication and safety.

Success is measured by the feedback received through communication with residents, anecdotal accounts from liaisons that indicate improved communication meets residents' needs, and the ability of new initiatives or events to bring neighbors together and improve quality of life on the street.

**Off-Campus Joint Police Patrols**

Police Services works closely with the Burlington Police Department at the beginning of the Fall Semester and end of the Spring Semester on the downtown noise initiative’s joint patrols. For approximately 6 weekends during these times, UVM police officers and Burlington police officers pair together to patrol the hill section and respond to noise complaints and quality of life disturbances. The initiative is supervised by the Burlington Police Departments officer-in-charge.
for the downtown district. While this initiative has been active for more than a decade, it gained prominence in the early 2000's due to a rash of quality of life disturbances and was funded by a $10,000 base budget increase.

Office of Community Relations

The Office of Federal, State and Community Relations promotes collaboration between the University of Vermont and the local government and community around common issues and interests. It provides information about the University and its resources to public, private and governmental entities.

CONCLUSION & FUTURE NEEDS

It's readily apparent that the University of Vermont has invested considerable human and financial resources to ensure the safety and security of our community. This cursory report serves to canvas our initiatives both on-campus and off-campus but falls short of addressing a strategic decision-making rubric for implementing additional security strategies, including technology needs. Such a rubric will undoubtedly require broad discussion and support from division leadership in both Finance & Enterprise Services and Student & Campus Life. Having said this, the items that follow should be added to funding lists for the current and next fiscal year. They are identifiable predictable surprises that, if not addressed, will create problems down the road. It is important to acknowledge the President's Commission for Social Change that serves to coordinate the different prevention and programmatic initiatives listed herein with particular attention to bias Incidents; gender-related and sexual assaults; and alcohol and other drug use/abuse. What is clear is that the university is addressing safety and security through a diverse array of technology, organizational and programmatic solutions.

Creating a master plan for the allocation of public safety and security related resources woven throughout each of the initiatives listed herein would be challenging in that the cost centers and financial resources are not located in one central division, but instead are spread throughout the institution. Each is funded different from the next and, while threaded together, don't necessarily impact each other. For instance, the cost of programming in the Division of
Student & Campus Life or Government Relations is not related to decisions on funding for Police Services. This presents a series of coordination challenges in reference to a master rubric for allocation needs. In looking at future technology needs and anticipated issues, several have been identified through careful review of existing systems. These include:

**Blue Lights:** The financial commitment to the installation and maintenance of the emergency blue light system is over $500,000. Future needs and considerations are approximately $250,000.

**CatCard:** there are several challenges still ahead in completion of the access control program on our campus. Initially, there are approximately 44 buildings with a total of 63 individual doors with no automated access control. The estimated cost to complete this project is $195,000 with an annual maintenance cost of $20,000 per year. The second challenge is replacement of obsolete readers that date back to 1995. Current technology allows reuse of many of the individual components but the additional cost for this project would be $120,000. The scope of the replacement project covers 14 buildings and 45 individual doors and does not include future expansion needs.

**Mass Notification System:** we’re expecting the installation of sirens and public address systems to cost between $100,000 and $120,000.

**CCTV:** the university has spent $300,000 thus far on CCTV system installation, equipment and monitoring. The pending proposal will expand the use of this technology on campus as a force multiplier. The university has spent $300,000 thus far on CCTV system installation, equipment and monitoring. The pending proposal will expand the use of this technology on campus. We’ve estimated initial, one-time infrastructure costs for 89 cameras at roughly $117,000 and camera costs for $121,000 for a total of approximately $240,000. This project would be covered by a variety of funding sources and is comprised of three components. First, the Davis Center installed CCTV at 34 locations. Cost for infrastructure (at $1,318 each...total $44,812) and cameras (at $1,357
each...$46,138) totals $90,950. Davis Center covered these expenses. Second, departments and units that include Athletics, College of Education & Social Services (Childcare Center), Medical College, Kalkin and Residential Life, will pay for their own installation and equipment. This commitment is for 27 locations. Cost for infrastructure (at $1,318 each...$35,586) and cameras (at $1,357 each...$36,639) totals $72,225. These expenses will be billed to these departments, however a loan for initial equipment costs and installation is required since equipment is less costly when purchased in bulk, and we need to purchase servers. Lastly, we have identified areas not attached to a specific department, including 5 in Waterman and 19 in parking lots. We’ve prioritized four cameras in the Cashier’s Office. Cost for infrastructure for these 28 locations (at $1,318 each...total $36,904) and cameras (at $1,357 each...$37,996) is $74,905. These expenses require general fund support without recovery from a department of unit.

**Police Services:** The University took bold steps to address the staffing struggles in the police department, including pay increases and signing bonuses. These efforts have stabilized the work force and allowed the institution to reap the benefits of an experienced, stable police organization dedicated to the service of an institution of higher education. The funding issue that is now before the institution is the potential cost of a retirement system for its public safety organization. Over the past forty years research has been conducted and shown that the mortality rate for police officers, given the job, is low. This has necessitated the creation of retirement systems designed for law enforcement needs.

UVM currently does not have a retirement system in alignment with the needs of public safety personnel and this is becoming an issue for our newest officers. Those that we’ve worked hard to recruit and retain through increased pay and signing bonuses are also recognizing that they are not interested in policing the campus for, in some cases, 38 years. Some of our younger, newer officers would be pushing a cruiser at the university from age 23 until 59 ½. In that they recognize this problem and they struggle with the ramifications of such a future. Many are contemplating leaving because they are at a point in their
careers (3 – 5 years) where they are very attractive to other law enforcement agencies, with a retirement system that gets them off the road in 20 or so years, in a time when finding qualified candidates is very, very difficult. The cost of such a modified retirement system for Police Services has yet to be determined. One thing is clear is that if we don’t address this problem, we will be staring at a predictable surprise that undoes all the effort we’ve accomplished to date in stabilizing the police work force. Now that we’ve addressed the front end, we need to address the backend. Lastly, the police department’s facilities are inadequate to meet the needs of a professional public safety organization. The constraints of space are felt in dispatch, patrol operations, support services, and storage.

**Next Steps**

In order to develop a rubric to guide the overall fiscal allocation decisions for campus security and safety needs it is important to convene a small group of relevant stake holders to agree on the philosophy of these decisions. This group should, at a minimum, be comprised of the following campus organizations:

1. Police Services
2. Risk Management
3. Vice President for Legal Affairs & General Counsel
4. Division of Student & Campus Life
5. Division of Administrative & Facilities Services
6. Enterprise Technology Services
7. CatCard Service Center
8. Physical Plant
9. Residential Life
10. Vice President for Research
11. Faculty Senate
12. Council of Deans

The focus of this task force would be to confirm, refine and expand the safety and security infrastructure and programming as outlined herein, and to
further monetize these initiatives. This information will assist in developing a strategic map of existing needs; future needs; political considerations; and prioritization challenges.

There may be further work in identifying security and safety procedures for work place safety and laboratory and research spaces on campus as this is an area that requires a special look given a host of unique factors.
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