

Report of Residence Hall Security Program
Review

Executive Summary
University of Massachusetts, Amherst Campus

Submitted by:



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Executive Summary
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1. OVERVIEW AND BACKGROUND

The University of Massachusetts Amherst selected BPS to perform a comprehensive review of its residence hall security program and make recommendations for improvement to ensure a safe campus community. The scope of work for the consultant included:

- Collaborating with a working group selected by the University for support and feedback
- Identification of the strengths of the residence hall security program and a comparison to best practices
- Identification of the areas in need of improvement in the residence hall security program and compare to best practices
- Review and assessment of the current policies, procedures and practices with special attention to the guest registration process
- Review and assessment of the residence hall physical layouts, identifying the security strengths of the buildings, as well as areas in need of physical improvements
- Review and assessment of the electronic access control and key entry systems as they relate to desirable security outcomes
- Review and assessment of the residence hall security program and its organizational interface with the University of Massachusetts Amherst Police Department (UMPD)
- Review and assessment of the residence hall security program and its organizational interface with Residential Life (RL)
- Review the University's educational efforts relating to residence hall safety and security and how information is shared with students, faculty and staff
- Review and assess the communication process between primary departments and divisions responsible for safety, security, student affairs and residence hall operations
- Provide recommendations and an implementation plan for improvements identified and provide cost estimates for proposed recommendations for improvement.

This document is an executive summary of the work scope above.

2. A HISTORICAL PERSPECTIVE OF THE RESIDENCE HALL SECURITY PROGRAM

2.1. Background (1980's to the Present)

During the early to mid-1980's security desk personnel was part of Residential Education as Heads of Residence hired their own staff to perform the resident verification and guest sign-in function during peak periods. In the latter 1980's a new model was developed which placed these Heads of Residence into a position attached to UMPD to enjoy the support of that area. This model existed until 2009 when UMPD was moved from the division of Student Affairs to the division of Administration and Finance. At this time the determination was made that it was too difficult to determine the true cost of residence hall security services with monies from UMPD and Housing contributing together. In 2010, the ties were severed and the Housing funds and budget that had been appropriated were allocated in full to the UMPD.

Today, over 225 Student Security personnel, 25 Police Cadets and 3 full-time administrators are employed at a cost of over \$1.2 million per year to manage residence hall security. The campus efforts to increase safety and security have paid significant dividends. Collaborative efforts by UMPD, Residence Life and the Dean of Students Office have largely eliminated or significantly diminished the party atmosphere that existed at one time in the residence halls (e.g. keg parties removed). In a November 2011 report titled, *Community/Police Advisory Board Survey* over 53% of undergraduates and 55% of graduates reported they felt “very safe” from crime on campus. When asked to list areas of campus in which they felt unsafe at night, only .02% of the students stated Residence Halls.

Security Cameras – Housing Services first piloted one *exterior* security camera in 2001 on the John Q. Adams Residence Hall to provide an overview of the area where the Southwest pyramids were previously located. This area was part of the campus that was often the center of poor behavior. This first camera provided many learning opportunities about data retention, backup power, emergency lighting and criminal forensic investigations. The next phase of the camera program was to place a camera atop Van Meter Residence Hall.

The first installation *inside* the residence halls came in 2003 when the University piloted installations in Baker, Patterson and Van Meter Residence Halls. The University administration worked with the Student Government Association and other student groups to develop a comprehensive policy on camera placement and use in residence halls. This policy remains in effect today. With more lessons learned about previous camera placement, data recovery and remote access, UMPD personnel were asked to draft a 10-year plan to place cameras in all residence halls. In 2004, the Red Sox made the playoffs and won the World Series for the first time in 86 years and the New England Patriots were performing to a high level. Students were using these events as an excuse to engage in unruly celebrations. Student and visitor behavior was extremely poor and the Vice Chancellor at the time called for a 10-year installation plan to be accelerated into a 3-year plan. By the fall of 2006, there were nearly 300 security cameras in all 45 residence halls as the North Apartments had been completed by that time. As UMPD dispatchers and police officers became more experienced in the use of the cameras for crime detection, forensic investigations and crime alerts, the cameras became an important tool for UMPD. The University of Massachusetts Amherst campus has far more security cameras than a number of comparable campuses throughout the eastern United States. From 2006 to 2013 residence hall cameras and DVR’s have been replaced on a regular schedule or as technology advancements have improved both quality and memory. In 2013 the six residence halls of Commonwealth Honor College were outfitted with cameras.

Access Control (card access) – A concurrent initiative to enhance residential security was the installation of an access control system. First piloted in 1991 in four Southwest towers, an expansion project in 1995 would phase in the installation of card readers at the entrance and service doors, with door position switches at all doors of all 41 residence halls. The access control system went online in January 1996 in Coolidge and John Q. Adams Residence Halls. Phased in over the following four years, all 41 residence halls were completed by 1999. Beginning in 1999 the exterior doors of all residence halls were locked 24 x 7x 365 with access

only granted by UMass UCard. When the North Apartments were opened in 2006 and the Commonwealth College Residence Hall opened in 2013 they were each equipped with access control that provided this enhanced level of security for all residential buildings.

Police Cadets – The UMass Amherst Police Cadet Program was launched in the summer of 2003. The program was modeled after a similar program in the Town of Amherst that had since been discontinued. With the unruly student behavior around the 2004 baseball playoffs and World Series, the Vice Chancellor directed that supplemental contract security be hired. The result was to hire staff from Securitas, Inc. Although the Securitas staff arrived with their own supervisor, they required oversight by other campus officials and UMPD. Additionally, many of these staff were not appropriately trained or prepared for a college environment. After the less-than-satisfactory results with Securitas, it was determined that UMPD could better manage residence hall security by way of an expanded police cadet program. With limited time to conduct a month-long academy these staff would become to be known as Cadet I's or "Housing Cadets" while those with more training and skill hired since 2003 were Cadet II's or "Police Cadets". As UMPD employees, the role of the Housing Cadets was to support the residence hall monitors in lobbies and to patrol areas immediately adjacent to the residence halls. Feedback from Residence Life staff was largely positive. Having a uniformed presence supporting the student security desk monitors was very helpful in addressing poor student behavior and compliance with sign-in procedures. In part, due to both Massachusetts Accreditation and The Commission on the Accreditation of Law Enforcement (CALEA) the cadets are no longer differentiated by title, they all are "Police Cadets" and perform the same role in supporting Residence Hall Security, and assisting with parking issues around residence halls. They have always supported UMPD with both booking prisoners and prisoner watch. More recently their role has been expanded to include more foot patrols in and around residence hall clusters.

The cadet ranks numbered around 25-30 per year. Cadets are expected to work at least two nights per week throughout the academic year.

Scope and Limitations of Residence Hall Security Staff – In the summer of 2004, a working group composed of the Director of Housing Services, the Associate Director of Housing Services for Residential Life, the Dean of Students, the Chief of Police and the Residence Hall Security Manager convened for a series of meeting to determine the scope and limitations of the residence hall security staff. The current practices for security staff are the results of those meetings.

The group determined the following:

- Desk monitors will check ID's and record guest data
- Desk monitors will review guests against the judicial restriction and trespass lists

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]

- Desk monitors will refer judicial and trespass violators to the appropriate enforcement authority, either Residence Life or UMPD.
- Residence Hall Security Supervisors will respond to walking escorts on campus after the discontinuation of the vehicular escort service in 2004.
- The title “security receptionist” was changed to “Security Desk Monitor”.

In summary, UMass Amherst has a long track record of monitoring security performance and making adjustments to correct identified weaknesses. This track record of continuous improvement has been a long standing tradition and continues in 2013.

2.2. Security Program Strengths

The residence hall security program has undergone significant development and improvement during the ten years since a security consultant’s report titled “Student Security Program Review Report” by John Collins was issued in 2002. Great strides have been made in that period and UMass has made significant investments in both time and personnel to ensure the safest environment possible for students.

By way of comparison, UMass is a leader in terms of the investments the University makes in residence hall security. Figure ES-1 outlines a summary of key security program features as compared to several peer institutions.

Examples of the security improvements that have been made at UMass Amherst include:

- Hiring of a Security Manager to oversee the Residence Hall Security Program and assignment of a sworn UMPD employee to serve as an additional supervisor during the night shift. In comparison to other similar sized public universities surveyed, UMass is the only one that makes this commitment to residence hall security.
- Locking residence halls 24 hours per day, seven days per week. Few similarly sized universities are employing this basic security practice.
- Consistent commitment by Residential Life leadership to fund requested security improvements for the residence halls. If you add up all of the funds the three other Universities spend on student security for residence halls, UMass spends more than the other Universities combined for security staffing in residence halls (many times over), which we perceive as an illustration of the UMass commitment to safety.
- Investment of over \$1.2 million in electronic access control to move away from mechanical locks and keys for building entry. This investment provides the capability for the University to know if a door has been propped open and University personnel now respond to those conditions to investigate and close the door.
- Establishment of a position where door alarms from the new access control system are monitored in [REDACTED]. This allows the identification of problem doors so an investigation may commence in a timely manner. Few similarly sized universities are employing this basic security practice. Instead, they rely upon security breaches to be discovered during random and sporadic patrols of residence hall staff.
- Addition of video surveillance in the residence halls. The University now employs over 1,000 cameras, with 389 cameras in the 51 residence halls (as of September 2013) which deter illegal activity and provide forensic support with thirty days of recorded video. UMass has some of the highest camera counts of all universities surveyed. Of the peer universities

examined, one university is now considering cameras for residence halls and another has a construction project just under way to install video in residence halls.

- Provision of over 112,000 hours of security staffing at residence hall desks for access control during duty hours which generally start at 8:00 p.m. and end anywhere between midnight and 3:00 a.m. each night. Some similarly situated universities do not employ such controls and therefore have little control over who may be admitted to the residence halls. In one case there were no visitor limits imposed.
- Reorganization of residence service desks to limit the number of outsiders who may get access into the residence halls.
- Adjustments made in staffing strategies to essentially eliminate vacant security posts at residence halls during security duty hours.
- Initiation of a University Police Residence Liaison Officer program for the residence halls and other buildings on campus. This is a critical program used successfully by other universities.
- Engaging outside university security experts to provide an assessment followed by implementation of reasonable recommendations made in those assessments
- Incorporation of physical changes in the design of more recently constructed residence halls (e.g. North Residence Halls) which segregate common use space and make the residential living space more secure.
- Adjustments made in the 2012-2013 academic year to make resident assistants more visible and available within the residential community.
- Establishing limits on guests per room in residence halls creates a climate where it is more difficult for parties and other inappropriate activities to occur.

2.3. Student Survey Results

The following groups were surveyed as part of this study:

- Residence Hall Security “Desk Monitors”
- Residence Hall Security “Supervisors”
- Students not affiliated with the residence hall security program

Noteworthy summary comments from each group are listed below:

2.3.1. RHS Student Monitors (Sample Size=105)

- 40% of the Security Desk monitors reported dealing with aggressive behavior from other students or visitors

- 84% of Security Desk monitors were comfortable with their ability to reach supervisors or University Police in the event of an incident
- 90% of Security Desk monitors reported receiving sufficient training to properly perform the security job to which they have been assigned
- 50% of Security Desk monitors were observant and knowledgeable enough to identify security weaknesses in the security at the residence halls to which they were assigned
- 87% of Security Desk monitors support the variable schedule based on days of the week
- 7% reported that Residential Life is unwilling to provide the resources necessary for residence hall security
- There does not seem to be a belief among Security Desk monitors that violence among students is increasing
- About 50% of Security Desk monitors felt that security is a high priority for Residential Life Staff while about 89% felt that security is a high priority for UMPD.
- 72% of students felt that absenteeism is not a problem, with statistics revealing that absenteeism has been significantly reduced in the last ten years

2.3.2. RHS Security Supervisors (Sample Size =8)

- 63% of security supervisors are not concerned about the physical layout of the buildings in which they work
- 75% of the supervisors reported dealing with aggressive behavior from other students or visitors
- 87% of supervisors were comfortable with their ability to reach University Police in the event of an incident
- All supervisors surveyed were content with the rapid police response to a call
- 75% of the supervisors reported they have received sufficient training to perform the job, while 12.5% strongly disagreed that there is sufficient training for supervisors
- Most supervisors identified security weaknesses in residence halls that would enable unauthorized access
- 75% of the supervisors felt that RHS is a deterrent to criminal activity
- 87% of supervisors support the variable schedule based on days of the week
- 87% of supervisors believe residence hall security is effective
- 50% of supervisors felt that student monitors consistently check student ID's. This is consistent with feedback from the general student population, in contrast with the student monitor feedback which consisted of 90% of student monitors who felt ID's are checked consistently
- 75% of the supervisors reported that Residential Life staff is not willing to work with RHS staff
- Supervisors echoed student monitor sentiments that student violence is not increasing
- About 50% of supervisors felt that security is a high priority for Residential Life Staff; while about 75% felt that security is a high priority for UMPD.

2.3.3. Students (Sample Size =252)

- 92 % of students surveyed reported that they felt that security in the residence halls was appropriate
- Only 8% of students surveyed reported that they felt that security was not consistent throughout the week
- Only 17% of students reported receiving security awareness training in the current academic year in which the study was conducted
- 40% of students knew of security weaknesses in the residence halls which could be exploited
- 94 % of the students reported the security program for residence halls works
- 95% of the students surveyed felt that ID's are consistently checked
- Students agree with other groups surveyed that violence among students is not increasing
- 95% of the students surveyed felt that security is a high priority for Residential Life staff and UMPD

3. RESULTS AND RECOMMENDATIONS

3.1. Policies, Procedures and Guest Registration Process

Immediate Action (within one year)

- In support of Clery compliance, enhance incident reporting and information sharing capabilities. (1, 1a) (*Recommendation #'s in full report*)
- Incorporate Clery training for RHS Monitors as Campus Security Authority (CSA) and list all CSA's in annual report (1b, 1c)
- Ensure each violation of the campus alcohol and drug policies are consistently documented for judicial review. (2)
- Implement an automated visitor management software package for each residence hall (3)
- Extend the access control system to the RHS Monitor duty stations to assist in the authentication of non –residents without having to consult ineffective paper records. (3a)
- The sticker program should be discontinued and a system of electronic authentication of the credentials introduced. (3d)
- If there is an order of protection, consider increasing security on a temporary basis. (4b)

Recommended Action (within two years)

- Consider conducting a third party Clery Compliance Assessment (1d).
- Provide computer access to RHS monitors at each duty stations to enable first party incident entry (1e, 3b)
- Consider banning of alcohol in all residence halls that house freshman students and those who are under the age of twenty-one. (2a)
- In selected residence halls without an interior control barrier or low traffic volumes, install a validation card reader at the RHS desk (3c)

Recommended Action (within three years)

- For selected buildings with the highest incidence of “gateway behaviors to crime” or high risk residence halls (e.g. first year students, substantial code of conduct or law violations) consider increasing RHS coverage to include patrols on a 24 hour basis per day or in some cases a fixed post for 24 hours. (4)
- On a pilot basis, consider an alternative staffing model such as non-students (e.g. adults from the local community, recent college retirees, active employees who need or want supplemental income) to provide access control duties to residence halls. (4b)
- Consider purchasing individual golf shirts and windbreaker jackets embroidered with a RHS logo and provided to each Hall Monitor. (4c)

3.2. Residence Hall Physical Layouts

Immediate Action (within one year)

- In terms of new design standards, if classrooms (or other types of public meeting rooms) will exist within residence hall buildings, ensure that isolation is designed in from the start to avoid expensive retrofits. (5b)
- Establish life safety compliant physical security barriers to prevent unauthorized access to the residence halls via the stairwells from the main entrances of [REDACTED]. (7)
- Establish access control around designated student run eateries in the residence halls. (8)
- Eliminate access to public restrooms or consider a procedure to collect the Student ID or driver’s license as a form of collateral at the RHS desk in the event a non-resident wishes to use the public restrooms as means to track that person in the building and as a deterrent to sneaking into the residence hall without signing in. Alternatively, additional access control barriers can be implemented but at an increased cost. (9)

Recommended Action (within two years)

- Identify alternatives for classrooms embedded in high rise buildings or accept the risk of unauthorized and unaccounted visitors in residential living space (5)
- Enhance access control barriers to prevent unauthorized access into the residence halls (access control enhancements include classroom management, introduction of turnstiles where high volumes of students enter buildings, elimination of stickers, expansion of the use of access control to the lobby desks, utilization of channeling devices such as rope/stanchions, addition of access readers on stairwells. (5a)
- Establish access control around designated resident service desks [REDACTED] [REDACTED] to prevent unauthorized access into resident living space. (6)

- Enhance the security in lobbies with poor security layouts (e.g. addition of access control on stairwells or the introduction of turnstiles) (10)

3.3. Electronic access control and key entry systems

Immediate Action (within one year)

- Collect master keys back from local public safety officials. (11)
- Begin to utilize the Knox boxes on residence halls to reduce the need for wide distribution of keys to emergency responders. (11a)
- Where electronic door access is installed, require all community members to use UCards for building access (minimize mechanical key cylinders on access controlled spaces). (11b)
- Establish a process, procedure and audit program to ensure that once keys change hands from RL Facilities Operations to a department, accountability for those keys transfers to the department. Conduct periodic audits on the departments that have been issued keys to ensure no keys have been lost and rekey as necessary. (11d)
- Establish a service level agreement with the access control system and ensure full awareness of the capabilities of the system, roles and responsibilities and the appropriate departments have access to critical data. For example, UMPD and the judicial office should have full access to READ the card access historical data. (12)
- Ownership of all security systems should reside with UMPD as effective security is a form of crime prevention. Operating best practices must be clearly identified and documented to maintain the quality of system maintenance and operations as is currently evident with RL. (12a)
- Provide two levels of access for the police department in the access control systems (administrator and user access). (12b)
- Correct identified door hardware deficiencies (13)
- Implement corrective actions to reduce nuisance alarms (14)
- Develop procedures for the management and investigation of door alarms when they occur (14a)
- Add a passive infrared request-to-exit device to the inside of card reader controlled doors on the residence halls to alleviate the nuisance forced door alarms generated when students exit the buildings without activating the panic alarm hardware embedded request-to-exit device. (14b)
- To address the nuisance alarms from persons entering the buildings by grabbing the exterior door trim as a door is about to close, a software remediation is recommended. Application of this software feature will enable a delay of the door contact signal from registering into the panel logic allowing the door time to latch. This is accomplished using a feature in [REDACTED]. Enabling this software feature allows for variable time adjustments in the system (up to several minutes) and allows timing for door contacts and other features, to be modified on a per-door basis. (14c)

- Secure the passive leaf on the double doors to the trash room to prevent students from being able to unsecure them. (14e)
- Integrate access control and video systems. Refer to the full report Appendix #4 for a summary of the actions required to establish this video enforcement capability (addition of wiring and software to achieve integration). Video clips of offenses should be emailed to the residence directors associated with the offending building (15).
- Refer to report Appendix #5 for a summary of the actions required to make the cameras useable under this enforcement program (relocation of selected cameras and replacement of selected cameras). (15a)
- Correct deficiencies associated with residence hall perimeter doors which can be opened without an alarm to [REDACTED] or a local response to the audible alarm to admit unauthorized visitors without signing in or contraband (16)
- If students are going to be routinely allowed to exit via fire exits (not recommended), eliminate the request-to exit-device and replace with a card reader. Consider the use of detection devices that will alarm in the event a student enters through a fire exit (versus traveling in the egress direction.) Also consider the use of delayed egress devices on these doors. (16b)

Recommended Action (within two years)

- Revisit mechanical key cylinder use and control issues within SIC. (11c)
- Consider expanding the key control study to a campus-wide scope to identify gaps and apply lessons learned from the RHS study to improve security across the enterprise. (11e)
- Communicate the expectation to [REDACTED] that all door hardware should be tested, not just the electronic equipment. (13a)
- Communicate the expectation to [REDACTED] that any unlabeled reader should be labeled. (13b)
- Request that the battery load testing and panel voltage (in/out) be executed as per the contract. (13c)
- Confirm the timing of implementing the remediation measures for nuisance door alarms for the North Residence Halls based upon the timing of the migration of the Jeffrey system to [REDACTED]. (14d)
- Implement a program to ensure cameras are cleaned twice a year. Consider establishing a contract with a third party if internal electrician resources are unable to absorb this additional work. (15b)
- [REDACTED] (15c)
- Establish standards for video cameras, recording appliances and integration for all future construction projects. (15d)
- Discontinue the use of the local and audible alarms if there is no viable response mechanism to breaches of security. (16a)
- Discontinue the use of personnel to manually arm alarms on doors and automate (17)

3.4. Residence hall security and its organizational interface with UMPD

Immediate Action (within one year)

- RHS should continue to report to UMPD and security should be treated as a crime prevention effort focusing on maximizing preparedness for the scenarios outlined in the security design basis document. RHS requires a relationship with UMPD operations for day-to-day activities and support from UMPD Administration for non-operational matters. (18)
- Consolidate security aspects of dispatching functions to the new police station on Pleasant Street. This should include integration of the [REDACTED] dispatching function [REDACTED] (19)

Recommended Action (within two years)

- Reinstate UMPD attendance at RHS daily briefings. (18a)
- A study is required to determine the manpower required to staff a consolidated dispatching function, but at a minimum, 4.5 full time equivalents (FTE's) should be planned as that is what is being applied today. (19a)
- Consider an alternate staffing model for the Cadets and redefine the role to add more value (e.g. provision of service to entire campus, patrols, escorts, alarm response, building locking/unlocking, support in a centralized dispatch). (20)

Recommended Action (within three years)

- Consider expanding the Cadet role to cover patrols of common areas. These areas are not patrolled on a regular basis, and thereby create opportunities for illicit activity (20a)
- Alternatively, UMass may consider looking at a different model for carrying out essential security tasks not being done today (e.g. security officer to close identified gaps) (20b)

3.5. Residence hall security and its organizational interface with Residential Life

Immediate Action (within one year)

- UMPD/RHS/RL/Student Affairs should work collectively to validate the security design basis and draft hazard vulnerability assessment, determine initial reporting protocols, which incident types require joint response, documentation requirements for Clery compliance, follow-up and close-out activities (21)
- Clarify the RA's role with respect to RHS and adjust security protocols to ensure adequate response to incidents. (23)
- Establish a process to prioritize life safety and security repairs (e.g. similar to the one hour emergency re-coring that can be done when a key is lost). (25)

- Communicate between RHS and Residential Life to determine how best to incorporate security recommendations into Residential Life planning (Residential Life remains the decision-maker) and security provides advice and consultation to the customer. (26)

Recommended Action (within two years)

- Develop a “security operations and master plan” to educate stakeholders, plan for future expenditures, manage change and ensure consistent performance. (22)
- Incorporate reference to communicating with RHS in the Residential Life Crisis Management manual for the appropriate incidents necessitating access and lobby control. (24)
- When events occur outside of the approved registration process, ensure RL and RHS meet to determine root cause and modify processes to avoid recurrence. (26a)

Recommended Action (within three years)

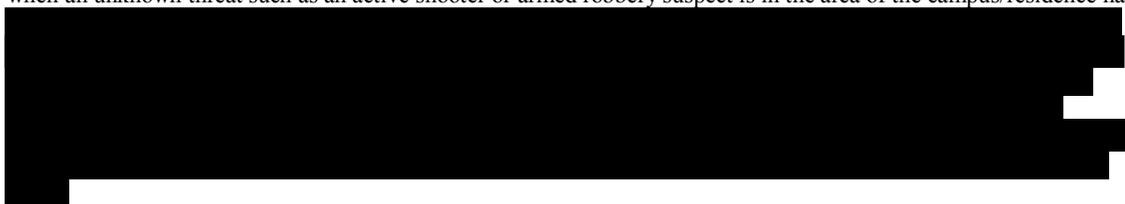
- Incorporate a provision to execute a residence hall lockdown¹ via the electronic access control system in the event of a serious threat on campus. This lockdown would be in conjunction with the existing “Shelter in Place” as referenced in the UMass Annual Security Report. (24a)

3.6. University’s educational efforts relating to residence hall safety and security

Immediate Action (within one year)

- Develop a centralized training plan to cover all aspects of the Residential Life security program. All materials should be jointly developed between Resident Education, UMPD and RHS. Refer to report Appendix #8 for a master training plan model. (27)
- Training for RHS monitors should be recreated to include all critical elements (access control, Clery (CSA training), de-escalation and management of aggressive personalities, crisis management bias-related crime, potential Title IX incidents, and a variety of other incidents that could result in institutional

¹ A “residence hall lockdown” would be determined by the Police department command staff when an external threat is identified and all students are being directed to remain in their current location until an “all clear” is given. This is used when an unknown threat such as an active shooter or armed robbery suspect is in the area of the campus/residence halls.



liability, as well as operation of any updated electronic systems that may be deployed to the RHS Monitor workspace). (28)

- Each Resident Assistant should be required to have a two security-related floor programs on their floor/area each year; one in the fall semester and one in the spring semester. These programs could be facilitated by the new Residential Liaison Officer Program and also include representation from the RHS Program. (30)
- The new Residential Liaison Officer (RLO) program initiated by UMPD is an excellent beginning in hopefully improving the crime prevention efforts in the residence halls. The RLOs should provide crime prevention strategies based on experienced incident and crime trends in the residence halls, on the campus and in the local community. (31)

Recommended Action (within two years)

- An annual Fall in-service training program should be conducted between the RL RA and RD staff, the RHS program and the UMPD Residential Liaison Program. Included in this training should be ice-breaking exercises, role clarification, role plays, open Q & A period and social time. The message of early and consistent enforcement of all campus rules and regulations should be emphasized. Joint training on specific procedures and loss event scenarios is recommended. (29)
- Consider adding one-on-one interviews to the hiring process and role-play scenarios as part of the evaluation. (28a)
- Enhance the standardization and consistency of security related communications on the RL Community Standards page and throughout the web site by incorporating specific security prohibitions where appropriate. (31)
- Incorporate all parties into the training plan including live in staff (e.g. family, partners) in the residence halls. (32)

3.7. Communication processes

Immediate Action (within one year)

- Using the RHS program design basis as a reference for discussion, coordinate regular ongoing meetings between all stakeholders of the residential life program (e.g. security, education, UMPD, operations, judicial) as accepted recommendations from this report are implemented until such a time that stakeholders at all levels agree that the recommendations are fully implemented and functioning well (critical). Thereafter, consider having a representative from the supervisory groups from RHS, UMPD, RA's/RD's meet once per month to exchange information and areas of ongoing concerns. (33)

Recommended Action (within two years)

- Ensure RHS leadership conveys changes associated with the implementation of recommendations in the monthly meeting held with supervisors. Consider having a weekly report completed by RHS Manager and RHS Assistant Manager highlighting current and future events, policies, procedures placed in each RHS monitor binder. (34)

3.8. Other Best Practices

Recommended Action (within two years)

- The Job Duties and Responsibilities of the RAs and RDs should be evaluated to provide a greater consistency in emergency response in the residence halls. RDs should respond to emergency situations and the RAs should be required to respond to lesser level situations to assist the Hall Monitors, Police Cadets or Supervisors. (36)
- Develop a plan to unify the electronic access control systems on campus with ownership by UMPD. (37)
- If the decision is taken to unify across the enterprise (recommended), add a technical security consultant to the SIC to assist in guiding the committee through this complex process. (37a)
- Develop university-wide security design standards for residence halls. This should include video design and tools to assist in specifying cameras for residence hall deployment.(38)
- Advise the night shift of RHS of the availability of vehicular resources and how to use them when necessary. (35)
- Enhance lighting in residence hall lobbies to allow for proper inspection of ID cards. (39)
- Evaluate change management procedures with respect to persons separating from the University to ensure that potential security risks (possession of ID cards, keys, safe combinations, PIN codes for intrusion alarm panels) are properly managed. (41)

4. COST ESTIMATES

Project Focal Area	Priority	Cost	Notes
<u>Guest Registration Improvements</u>			
Personal Computers for RHS Monitor Desks	Critical	\$76,250	
Automation of visitor management, enforcement of judicial ban, trespass, sexual predator screening	Critical	\$274,061.25	
Panic Alarms at RHS Monitor Desks	Medium	\$23,584.85	
<u>Residence Hall Layout</u>			
Classroom management	High	\$256,438.31	
Stairwells at main entrance	High	\$23,738.71	
Food service access control	High	\$12,206.50	
Public restrooms	High	\$0	
General lobby weaknesses	High	\$538,530.15	
Securing residence halls from residential service desk traffic	High	\$141,877.56	
<u>Access, Key Control and Alarm Monitoring</u>			
Rectify door hardware deficiencies	Critical	\$0	
Nuisance Alarm Remediation-Step 1	Critical	\$138,029.98	
Nuisance Alarm Remediation-Step 2	Critical	\$8,912.50	
Door Abuse Enforcement (integrate access and video)	Critical	\$177,720.47	
Replacement of Video Cameras	Critical	\$188,831.52	
ID Card Validation (Sticker weakness and overcrowding mitigation)	Critical	\$45,325.56	
Correction of weaknesses with fire exits which are equipped as permitted egress fire doors	High	\$6,450	
Administrative Costs, Design, Bidding and Construction Administration		\$228,720.88	
Total			\$2,140,678.24

5. BENCHMARKING

Figure ES-1

Peers/Metrics	UMass Amherst	Other Large Public Institution	Other Large Public Institution	Other Large Public Institution
# of Res Halls	45	82	27	55
Make up of Campus Security Force	230 student staff, several that serve in multiple roles.	No student security	200 (student security – Zero student security in res halls)	170 student officers, sometimes on a needed basis contracted security
Headcount for Res Hall Security Staffing	230	0	Last year one receptionist for each building, has been cut back	About 30 student officers are deployed in the residence halls over the course of a week. On a shift we have about 3-6 on at a given time.
Training	1 hour training, optional recurring training each semester	N/A	REHS has training that stresses safety and security. The Police do programming when requested and assist as needed.	A general orientation class and then specific roving training which is one shift on duty with a trainer.
Hours for Residence Hall Security Staffing	Sunday – Wednesday, from 8:00 PM to 12:00 midnight Thursday from 8:00 PM to 2:00 AM Friday & Saturday from 8:00 PM to 3:00 AM	N/A	None	Rovers on are on duty from 1500-0700 on Sat and Sun, and from 1700-0700 hours on weekdays

Peers/Metrics	UMass Amherst	Other Large Public Institution	Other Large Public Institution	Other Large Public Institution
Security Manager dedicated to residence hall security	Yes	No	No	No
Community Policing	Yes	Yes	Yes	Did not report
Direct Personnel Cost for RHS Security personnel	\$800,000	N/A	\$0 – Security \$ - Night receptionists	\$325,000 for <u>all</u> security, not residence hall security
Security measures for Residence Halls	Access control, video, detection, audible alarms, delayed egress devices, student monitors, supervisors, management, mechanical locking, education and training, emergency response procedures	RHS staff, electronic access control, RA rounds, police foot patrols, education, training, evacuation drills	RHS staff, electronic access control, video, RA rounds, police foot patrols, education, training, messaging, evacuation drills, night receptionists in some residence halls	There is a card access system on at least one door per hall and most have more than one depending on the size. We are moving to having some cameras on some of the hall entry doors. There is computer software system that monitors who is going into the building and we can access that information as needed. We typically have about 3-6 employees(student uniformed employees with a radio) on duty during roving hours who patrol in the residence hall areas, reporting any criminal activity, reporting any safety or security issues, and check for faulty doors/lights. We do not employ any type of

Peers/Metrics	UMass Amherst	Other Large Public Institution	Other Large Public Institution	Other Large Public Institution
				building monitors to monitor students entering buildings. Keys are used only to enter individual rooms.
Police role in residence hall security	No fixed posts, liaison officers assigned. Patrol / Investigative response when called. Community Outreach programming to include several different crime prevention programs. New student and parent orientation	No fixed posts. Liaison officers assigned. Responds when called	Office in residence halls Officers assigned to three "neighborhood areas" Close liaison with residence hall staff Crime prevention training for students Parent orientation	Police are generally assigned to patrol and are encouraged to patrol in the residence hall areas. We have numerous bike officers who ride through the residence hall areas routinely. We typically don't do any stationary monitoring short of special situations/incidents.
Residence Hall Access Procedures	Locked 24/7 RHS Monitors Guests are signed in	Access control system only	Not locked 24/7 Some night receptionists Other buildings by access control only Guests are signed in	We do not have building monitors but only those with access are permitted to enter. If a security officer sees someone "piggyback" they are to tell the "piggybacker" to leave the building.
Guest limits per room	Limit of 4 per room, 10 per suite	Two before 12:00 a.m. Two overnight guests after 12:00 a.m. 15 in suites	Unsure	None applied

Peers/Metrics	UMass Amherst	Other Large Public Institution	Other Large Public Institution	Other Large Public Institution
Role of RA's/RD in residence hall security	Patrols, enforcement of housing rules and regs	Patrols, enforcement of housing rules and regs	Not specifically stated	RAs do general rounds and report activity as necessary. There is not much connection between the "rovers" and the RAs. RAs will report police activity directly to the police dispatcher.
Security Staff Communications with Supervision	Radio, phone	N/A	Not specifically stated	Radio
Cameras in Residence Halls	800	0	600	A project is currently under way at our to install cameras in all of our residence halls. Each hall will have cameras on the inside and outside of any card reader door and one camera, either inside or outside all exit-only doors. There will also be at least one camera inside each entrance lobby and in all elevators.
Monitored	No, recorded	N/A	No, recorded	All of the cameras will be capable of being remotely monitored but there are no plans to constantly monitor them. Some cameras will be monitored on an "as needed" basis by our student security

Peers/Metrics	UMass Amherst	Other Large Public Institution	Other Large Public Institution	Other Large Public Institution
				unit.
Response capability for propped doors	Yes	Unknown, reported that housing monitors system	Police, only if called	An audible alarm sounds and the door software shows a "held" alarm. At night a rover is dispatched to the door and checks to make sure it is working properly and no longer held. If the alarm sounds during the day, a housing person checks the door.
Response capability for forced doors	Yes	Unknown, reported that housing monitors system	Res Hall staff	If the door is forced, same as above. Rover at night and housing by day. If the door is broken, someone is called in to repair it.
Alcohol policy	Individuals that are 21 can have alcohol in their room. No common source container	Individuals that are 21 can have alcohol in their room. No common source container	Individuals that are 21 can have alcohol in their room. No common source container	Alcohol is not permitted in our freshman halls.

Figure ES-1