

# EMERGENCY RESPONSE TASK FORCE

## REPORT OF RECOMMENDATIONS TO THE PRESIDENT

AUGUST 1, 2007



**Missouri State**  
U N I V E R S I T Y

## EXECUTIVE SUMMARY

The tragic events at Virginia Tech have led to a nationwide conversation in higher education as to how to better protect students, faculty, staff, and guests of universities and colleges. Because of this unprecedented occurrence, the open environment and academic freedoms historically enjoyed on campuses must be now considered in an entirely different context.

The findings of the presidentially appointed Emergency Response Task Force (ERTF) are contained in this final report. It is worthy of note that Missouri State University currently has in place a comprehensive Emergency Response Plan. As directed in the charge to the ERTF, the Emergency Response Plan served as a starting point for discussions and recommendations to augment this existing plan.

A basic principle which guided the Task Force throughout its deliberations is the safety and security of the student population. The Task Force urges that, in considering its recommendations, a priority be placed on those locations where students gather. Also, the Task Force notes that many of its recommendations will, of necessity, need to be phased-in over a period of time. Certainly factors such as budget availability, staffing issues, and other resource demands will play a key role in determining an implementation schedule.

This final report takes into consideration specific topic areas which the ERTF concluded will enhance the existing emergency response document. Additionally, associated costs and implementation recommendations are included in the report.

Specifically the topic areas discussed are:

### Communication Systems & Response Plans

The recommendation is to provide a layered approach utilizing existing resources and enhancing emergency communication efforts utilizing newer technologies such as host-based text messaging services, mass notification software platforms, hot-line telephones in classrooms and labs, and primary office panic button notification equipment. The total budget for enhancements is approximately \$600,000. The subcommittee responsible for this portion of the report highlighted several critical implementation times which can be found at pages 7, 8 and 9.

### Building & Door Access

This subcommittee concluded that there should be an increased number of non-commissioned Public Safety Officers providing higher visibility in University buildings. It is also recommended that the existing building coordinator system be reviewed and modified to provide better training and collaboration with the Department of Safety and Transportation. A very important notation and recommendation was ensuring that all offices, classrooms, and laboratories be fitted with thumb-locking mechanisms. It is also recommended that at least two exterior key-card access doors be installed on selected buildings. In addition, as the number of security cameras increases, it will be necessary to expand the Radio Communications Center. The initial budget for enhancements is approximately \$827,000, with an additional \$780,000 in phased-in costs through 2010. The implementation for these recommendations can be found at pages 9, 10 and 11.

### Faculty, Staff & Student Awareness/Proactive Intervention Strategies

After much discussion, deliberation, and input, the subcommittee provided a three-level strategic plan. Each level is responsive to differing active shooter type scenarios with Level III involving no

immediate contact with the active shooter, Level II where the active shooter is nearby, i.e., next room or down the hall, and Level I at the point of contact with an active shooter. The recommendation of the subcommittee is to provide training and regularly schedule “active shooter” drills. The total budget enhancements are unknown at this point. These items are discussed on pages 11, 12 and 13 in the report.

#### Relationships with Law Enforcement and First Responders & Training for Campus Public Safety Officers

In addition to the Public Safety Officers referenced earlier in this summary, this subcommittee recommends that the existing contract between the university and the Springfield Police Department (SPD) be increased to allow for additional commissioned officers on campus. In all probability, this recommendation would need to be phased-in over a period of several years. It is also recommended that the University develop a first responder program comprised of faculty and staff volunteers who would be trained as a first line of defense in a hostile intruder scenario. Participation in such a program would be strictly voluntary and recognize the appropriate role of faculty. Special attention is invited to appendix E for the discussion regarding key administrator training referred to as the National Incident Management System (NIMS). Finally, it is recommended that a “lead-tracking system/record management system” be procured and implemented. This system would manage and track incidences and activities as well as assist with crime analysis. These items are discussed on pages 13, 14, and 15.

Please direct questions regarding this report to Mr. Kenneth McClure, Chair, Emergency Response Task Force, at 836-8505.

## INTRODUCTION

On May 4, 2007, Missouri State University President Michael T. Nietzel appointed the "President's Emergency Response Task Force" (Task Force). The Task Force was named as a direct result of the tragedy at Virginia Tech University, which occurred on April 16, 2007. President Nietzel charged the Task Force with "reviewing existing campus emergency response policies and procedures, identifying areas of potential improvement, and developing a recommended implementation plan, including a timeline and budget." Specifically, the Task Force was asked to address how to prevent, mitigate, and respond to incidents of campus violence and threats, both internal and external. This phase of the Task Force's work was to be completed by August 1, 2007.

As a second phase, President Nietzel asked the Task Force to conduct a "broader review of campus emergency policies and procedures to include: tornadoes and severe weather; fire; bomb threats; and earthquakes." This emphasis is to expand and build upon the work done during the initial phase. The Task Force is to make its recommendations to the President on the second phase by December 1, 2007.

Members of the Task Force are:

Mr. Ken McClure, Administrative Services, Chair  
Mr. Odie Blakely, Student  
Mr. Andrew Garton, Student  
Lieutenant Ron Hartman, Springfield Police Department\*  
Major Steve Ijames, Springfield Police Department\*  
Mr. Mike Jungers, Student Affairs  
Dr. Tommy Burnett, Faculty  
Mr. Tim Kilpatrick, Telecommunications  
Dr. Bernie McCarthy, Center for Community and Social Issues  
Mr. Manny Salas-Abarca, Student  
Mr. Gary Snavelly, Safety and Transportation  
Mr. Gary Stewart, Residential Life  
Dr. Lorene Stone, Dean, College of Humanities and Public Affairs  
Ms. Paula Wilhelm, Human Resources

\*Lieutenant Hartman joined the Task Force upon the retirement of Major Ijames

Mrs. Teresa Steele, Executive Assistant to the Associate Vice President for Administrative Services, provided staff support to the Task Force.

Mr. Dale Moore, University Facilities Analyst, provided assistance to the Task Force and also served on a subcommittee.

The Task Force opted to form into subcommittees in order to do much of its work. This allowed for a more detailed review and analysis of all issues. Others were invited to be a part of these subcommittees.

The subcommittees and their participants are:

### **Building and Door Access Procedures**

Randy Blackwood  
Mike Jungers  
Chris Knight  
Doug Sampson  
Gary Stewart  
Susie Wecker

### **Communication/Response Plan(s)**

Debbie Gere  
Tim Kilpatrick  
John McMellen  
Dale Moore  
Dr. Bernie McCarthy  
Jim Taylor

### **Faculty, Staff and Student Awareness**

Odie Blakely  
Dr. Tommy Burnett  
Andrew Garton  
Manny Salas-Abarca  
Dr. Lorene Stone

### **Relationship to Law Enforcement**

Lt. Ron Hartman  
Glen Pace  
Gary Snavelly  
Susie Wecker  
Paula Wilhelm

The Task Force expresses its sincere appreciation to all who participated in subcommittee deliberations.

The Task Force's initial meeting was held on Monday, May 7, 2007. Subsequent meetings were held on May 21, June 4, June 18, July 2, July 16, July 23 and July 30 of 2007. In addition, each subcommittee met frequently throughout the process.

At the May 7 meeting, each member of the Task Force was provided a copy of the University's existing "Emergency Response Plan." This document, prepared and compiled by the Department of Safety and Transportation, provides a thorough emergency operations blueprint which deals with the following types of crises: armed assailant, bomb threat, civil disorder, death of a student, death of a faculty or staff member, death of a member of the public, earthquake/building collapse, fire and explosion, hazardous chemical release, hostage situations, mass casualties, severe weather including tornadoes, utility failure, and workplace violence. A separate tab includes a discussion on appropriate actions to take in the event of a hostile intruder. This document has served and continues to serve the University well. The recommendations of the Task Force are intended to augment, where necessary, the Plan's guidelines and to suggest additional actions that can be taken which will serve to increase the safety and security of the campus community.

## **OVERVIEW**

Higher education has traditionally been equated to an “open” culture. Because of that, colleges and universities are potential terrorist targets because they feature a high concentration of young people and valuable infrastructure protected by a minimal amount of security. College and university campuses are essentially open environments and very few security measures can be easily implemented. The lack of environmental restraint makes campuses inviting targets. Campuses are easily accessible and convenient places for potential terrorists to hide because they can blend in with students. In addition, campuses also contain many hazardous materials in their advanced research labs, adding to the threat of injury or property damage both by accidental occurrences and intentional sabotage, or theft of dangerous materials.

For purposes of this initial report, the types of human-initiated crises are a mass shooting by a hostile intruder; bombing or explosion by an Improvised Explosive Device (IED); unauthorized entry; chemical, biological, radiological, nuclear or explosive (CBRNE) terrorism; agro-terrorism, including food and water contamination; and cyber-terrorism.

The Task Force, through its subcommittees, reviewed and inventoried various campus procedures, read numerous reports, and participated in several webinars. Also, best practices currently in place at Missouri State University’s benchmark institutions and other higher education institutions were reviewed. Some information was liberally borrowed from the EDUCAUSE webinar on May 3, 2007, and the Final Report on Study and Demonstration of Emergency Communication Systems for Florida University and Community College Campuses.

## **FINDINGS AND RECOMMENDATIONS**

### **Communication Systems and Response Plans**

Terrorist attacks, as well as natural disasters such as floods, earthquakes, fires, and tornadoes, can strike a campus with little or no warning. Some natural disasters, such as a tornado or winter storm, could cause widespread damage to facilities and infrastructures, resulting in a power outage, disrupted telephone service (landline and/or wireless), and disrupted Internet service.

Additionally, college and universities are resources for their communities. Many campuses are used as shelters, command centers, or meeting places in times of crisis. A reliable telecommunications facility is a key component to mitigate the effects of crises. An effective and reliable emergency mass notification system must be at the heart of a college and university telecommunications facility. Several types of notification systems for “open” university environments were reviewed. It is the belief of the Task Force that the proposed recommendations will aid in improving the safety of the Missouri State University campus and its occupants in the event of an emergency. In broad terms, the Task Force is recommending a “layered” approach to campus emergency communication. A “layered” approach utilizes many different communication mediums.

### **Key Criteria**

When evaluating emergency notification systems, it is important to consider who might need to be notified:

- All members of the campus community
- All members of the campus community in a particular geographic portion of campus
- Those with responsibility for particular facilities or buildings

- Executive leadership
- Emergency response teams
- Communications staff
- Students/Employees who may be at home or in transit
- Parents, spouses, and others
- Guests on campus
- Users with special needs

Potential challenges that may occur during an emergency include:

- Trying to communicate with mobile, diverse, dispersed, and multiple constituencies
- Communicating with many at once, and quickly
- Difficulty of use because of a lack of system familiarity
- Establishing policies/procedures to be used during an emergency
- Institutional contact database to be used during an emergency
- Media overload
- Conciseness of message delivery
- Costs

Spectrum of solutions available:

- Sirens/loudspeakers
- Phones (landline and cell)
- Text messaging
- E-mail
- Web
- RSS feeds (makes it possible to keep up with web sites in an automated fashion)
- Pop-ups (controlled feed from a host service which provides on-demand information to specific network-connected computers)
- Video/CATV
- Instant messaging
- AM/FM radio
- Two-way radio
- Emergency/weather band radio
- Fire panel alarms with voice enunciation
- Public address systems
- Digital signage
- Word of mouth

Why a layered approach is necessary:

- Potential media failures/bottlenecks
- Diversity of individual communication capabilities
- Diversity of individual preference
- Diversity of emergency situations
- Diversity of contact locations
- Individual disabilities

## Existing Practices

Currently, Missouri State University uses the following resources for emergency notification:

- Telephone and voice messaging system
- Cell phones
- 800 MHz radio system (among emergency responders and staff)
- E-mail
- Web page
- Siren

The University does not have a campus-wide intercom or PA system in place that could alert all students, faculty, and staff of an emergency situation and notify them of specific actions to take. Clearly, systems and procedures are needed to rapidly pass critical information to multiple constituencies in emergency situations.

## Communication Recommendations

1. Conduct a self-assessment study of the buildings utilized for emergency communication to make sure they are equipped with appropriate back-up power equipment. Blair House, Sunvilla Tower, and Glass Hall all have generators. The Alumni Center has a very small generator to keep the elevator operational. Telecommunications Services needs to connect the telephone system to the generator. Since the Alumni Center is currently designated as one of the emergency operations centers for the campus, an additional analysis needs to be conducted in order to determine an estimated cost to install a larger generator and UPS equipment to serve that facility. Two of the buildings used for emergency communication do not have appropriate back-up power equipment. Cheek Hall needs a generator and 636 E. Elm (Safety and Transportation) needs a generator and UPS equipment.

Cheek Hall generator	\$100,000
636 E. Elm generator	45,000
Alumni Center	<u>100,000</u>
Total	\$245,000

Timeframe—ASAP for Cheek Hall and 636 E. Elm; with the next twenty-four months for the Alumni Center.

2. Increase utilization of the 800 MHz radio system. Building coordinators should be equipped with a radio programmed to the University's emergency channel. The University currently has a limited number of radios that also interface with the Greene County 800 MHz radio system. Also, additional radios should be requested for key administrators with executive roles in handling emergency communications situations. In addition, backup controller cards will be needed for the radio system.

Radios for building coordinators	\$27,500
Radios for key administrators	29,000
Interface to Greene County	6,000
Controller cards	<u>6,000</u>
Total	\$68,500

Timeframe—ASAP



3. Because of the prevalence of cell phones owned and used by University students, faculty, and staff, it is recommended that a host-based text messaging service be utilized. Minimal resources would need to be provided by the University. The service would be a permission-based system with validation services; the sign-up Web site would be maintained by an outside vendor. The tentative cost for this solution is \$.90 per user per year for unlimited messages. Another option is to charge on a per-message basis. The University would encourage students, faculty, and staff to sign up for the service on a voluntary basis.

Cost \$13,500  
Timeframe—ASAP

4. Radios with FM receivers are recommended for all buildings which do not have them. It is recommended that there be two radios per building, with one to be located in the Building Coordinator's office.

Cost \$5,500  
Timeframe--ASAP

5. The University of Missouri recently completed a Request for Proposal (RFP) for Mass Notification Software Services. The contract is expected to be awarded shortly. Language of the RFP would permit any Missouri public college or university to utilize the contract. Once the contract is awarded, the University should review it and determine whether it would be appropriate for the Missouri State campus. This mass notification service would have the ability to coordinate simultaneous notifications through landline telephones, wireless phones and smart phones, desktop email, numeric and alphanumeric pagers, instant messaging-capable devices, and telecommunication devices for the deaf (TDD/TTY). Participation would be voluntary.

Cost \$20,000 to \$40,000 annually  
Timeframe—within one year

6. Telephone, voice messaging, and e-mail systems should continue to be used for emergency notification. One possibility may be to install telephones in all classrooms and laboratories. The Task Force believes there may be other alternatives as well to equip classrooms with notification capabilities and believes further analysis should be done prior to making a commitment to install the additional lines.

Hot-line Telephone	\$19,350
Circuit packs	7,225
Installation	<u>42,570</u>
Total	\$69,145

Timeframe---dependent on further study, but within the next year

7. There are products on the market using convergent technologies that warrant further analysis. These products can interconnect various devices and can simultaneously cross-connect different radio networks, connect radio networks to telephone or SATCOM systems, or network Voice Over Internet Protocol (VoIP) systems. The systems are scalable, have different methods of operation for system redundancy, and are neither computer nor network dependent for their operation. Missouri State has a robust network infrastructure and should explore how these emerging technologies could interface with our network, providing two-way communication to all facilities on campus as well as off-campus agencies such as the Springfield Police Department.

Estimated cost is unknown

Timeframe—within the next several months, continue to explore potential options and determine whether functionality is mandatory and how the products interface with the University's existing infrastructure. Implementation, if affordable, would possibly take two to three years.

8. Building Coordinators and runners should be utilized to help notify the campus of emergency situations. Appropriate training courses would need to be conducted.
9. Increase utilization of IP-based panic devices in designated locations throughout the Missouri State University campus. The cost listed below would be reduced once control units have been installed in all buildings.

Estimated Cost                      \$2,000 per location  
Timeframe—within the next year

10. Establish a hosted web site in case the University's web site cannot be accessed.

Cost                                      \$100 annually  
Timeframe—within the next year

11. Update policies, plans, and notification lists and implement processes to keep these current. Post emergency evacuation and response plan information in building entrances and in laboratories and classrooms. This would include internal signage identifying areas of rescue assistance.

Cost                                      Minimal  
Timeframe—ASAP

### **Building and Door Access**

1. There should be an increase in the number of non-commissioned Public Safety Officers so that they can be assigned to one or more University facilities and accomplish the following:
  - Provide a visible, uniformed presence in University facilities as a deterrent to acts of violence, vandalism, and theft.
  - As appropriate or necessary, be trained to act as the building coordinator for assigned facilities, performing all duties and responsibilities outlined in the Building Coordinator's manual. They would become knowledgeable about fire alarm and fire suppression systems, utility cutoffs, evacuation routes, and other requisite facility information.
  - Become familiar with the faculty, staff, and students who utilize the assigned facilities so that the officer is perceived as a vital resource.
  - Promote a welcoming environment for visitors and guests of the facility by being present and available to assist in providing directions and information.

There are several problems with the current building coordinator system. There is a Building Coordinator Handbook, revised in March, 2006, yet two building coordinators on the Building

and Door Access Subcommittee did not recall seeing it, and another building coordinator did not have a copy. Every facility is to have a building coordinator and an alternate so that one of them is available at all times during every working day. However, 41 of 46 facilities do not have an alternate building coordinator.

It is suggested a non-commissioned Public Safety Officer be paired with each building coordinator to provide support and expertise. Unfortunately, many of the building coordinators are not in a position of authority among the faculty and staff within their buildings. Examples of some of the current building coordinators, by position, are: faculty (3), administrative secretary (6), executive assistant (6), director or assistant director (11), dean or associate dean (5), and academic department head (5). In addition, many building coordinators do not see surveying the building regularly for safety issues as part of their responsibilities.

Under the proposal, no assigned, non-commissioned Public Safety Officers would be necessary for facilities under the direct management of a director and staff, such as the Plaster Student Union, Hammons Student Center, and Residence Life and Services buildings. In some instances, it may be appropriate to have a non-commissioned Public Safety Officer assigned to clusters or groupings of academic and non-academic buildings. The assigned non-commissioned Public Safety Officers would continue to report to the Department of Safety and Transportation, but would maintain ongoing communication with appropriate faculty and staff administrators and the building coordinator(s) within their assigned building(s).

The Task Force identified eleven (11) potential facilities, or clusters of facilities, which should have an assigned non-commissioned Public Safety Officer.

- Kemper and Temple Halls
- Glass and Strong Halls
- Carrington Hall
- Meyer Library
- Cheek, Ellis, Hill and Sicheluff Halls
- Pummill, Craig and Karls Halls plus the Powerhouse
- Kings Street Annex, Forsyth Athletic Building, and McDonald Arena
- The Professional Building and Physical Therapy Building
- Wehr Band Hall and Institutional Research
- The Alumni and Morris Centers and Art and Design Gallery
- The Woodruff and Park Central Office Buildings

These additional non-commissioned Public Safety Officers could be added as budget resources permit.

2. A detailed manual should be provided for each new non-commissioned Public Safety Officer which shows the locations of the fire alarm system, electrical box, and other critical systems for their assigned buildings. The manual should describe how to activate and shut down systems for the buildings assigned to that officer. One copy would be maintained by the Officer and one copy located in the Safety and Transportation Office.

Twenty-two (22) manuals                      \$ 220

3. Any classroom, laboratory, and office door that, according to fire regulations, can be equipped with a thumb lock on the interior side of the door should have one installed. There are

4. approximately 10,000 door locks on campus. It is unknown how many would need to be retrofitted to accommodate a thumb lock. The estimate for a commercial grade thumb lock installed is \$220 per lock. An inventory would need to be completed for each building to determine the number of locks necessary.

Classrooms that have more than fifty seats are required to have a crash bar or lever handles. It is not recommended that restrooms have door entry locks because the safety of members of the university community and guests could be compromised.

5. Modify at least two exterior doors in each of 25 buildings for controlled access using proximity readers. Implementation would be phased-in over three to four years. Five software licenses will be required as well proximity cards. Startup costs for training and head-in equipment is estimated to be \$132,640. The cost per building will vary, but an estimated total annual budget-outlay would be \$250,000 for each year of the phase-in. (See Appendices B & C). The management of the door access system would be assigned to the Department of Safety and Transportation.
6. Establish "Safe Rooms" in all academic and administration buildings on campus. The Department of Safety and Transportation, along with the assistance of the Office of Design and Construction, and Facilities Management, would review building designs and floor plans for establishing "Safe Rooms" within existing structures with either no or minimal remodeling of the rooms. Also, recommendations would be made for locations on any new construction.

The "Safe Rooms" would be an established location on designated floors in the buildings for individuals to go to in an event of an active shooter or threatening situation to seek secured shelter until assistance is rendered. The rooms would also assist the First Responders team and responding law enforcement so patrons of the building are contained in a single, known, secured environment during an active shooter situation, assuming all could get to the "safe room". The "Safe Rooms" would be set up with communication, a means by which to secure the doorway, First Aid Kit, and any necessary supplies to support the individuals in the room for an extended period of time until they can be safely rescued. Costs for establishing these rooms would be dependent on the extent of modifications needed to convert an area into a "Safe Room". These designated areas would continue to house normal day-to-day business and academic functions unless needed in an emergency situation.

7. One of the components for enhanced security and safety is the utilization of cameras throughout the campus complex. Currently, the Department of Safety and Transportation monitors 146 cameras that are strategically located on campus. This number, in all probability, will double within the next ten years as additional security and safety needs are identified. Presently, the Radio Communications Center, located within the Department of Safety and Transportation office, is at capacity for space, manning levels, and infrastructure, to support additional equipment such as intrusion alarms, fire alarms, and cameras. To address current and future needs, this facility will need to be expanded.

### **Faculty, Staff, and Student Awareness/Proactive Intervention Strategies**

The Task Force recommends that three levels of awareness and action be adopted and implemented to guide faculty, staff and students in the event of an emergency situation involving a hostile intruder. These three levels are as follows:

### **Level III.**

This level would address the types of strategies and programs to heighten awareness and observation skills, as well as appropriate actions to remain safe, in the event a hostile action is actually taking place on campus away from one's current location.

In addition to the policies now in place, and described in pages 34 through 39 of the Emergency Response Plan, it is recommended that the University develop a program of violence warning and prevention. This could be a network system which would be highly publicized, accessible to the entire campus, and serve as a database and reporting center for any questionable or alarming behaviors or activities, and possibly serve as a "red flag" for potential hostile activities or threats. This could also be accomplished through, or combined with, curricular units on awareness training and implemented through selected sections of any or all of the seven basic required courses. Further, on-line training programs and exams could be developed and required for all employees concerning mandated reporting strategies and in-service programs on recognizing actual threats and hostile behavior.

Any actions taken against identified individuals will need to be closely studied and determined so as not to create more of a hostile reaction than what might have been probable in the first place.

### **Level II.**

This level would address the strategies and programs needed for those who are in close proximity to an active shooter, perhaps on the next floor or down the hallway.

In addition to the existing policies from the Emergency Response Plan, it is recommended that "active shooter drills" be developed which would give credible insight and perspective on appropriate emergency reactions to be taken by faculty, staff and students. "Active shooter drills" are conducted periodically by the Department of Safety and Transportation in conjunction with the Springfield Police Department, but should be strategically located at various sites on a rotating basis or by request. Requests for drills could be received by fall of 2007, with actual drills being scheduled to start in the spring of 2008. While logistics would most likely dictate a conservative schedule, drills may be announced to the entire campus in the event those not covered by the drill could attend and observe. These active shooter drills should commence by the spring of 2008.

### **Level I.**

This level would address strategies and programs for the "point of initial contact" (i.e., the active shooter has just entered a classroom or is in the immediate vicinity).

In addition to the existing policies from the Emergency Response Plan and the "Active shooter drills" described above, emergency alert devices which can be activated on site should be considered. These could be placed in the classrooms, auditoriums, and other areas where groups meet on a regular basis. Implementation for the devices would be the spring of 2008. (See pages 7 through 9)

Synchronized training programs in group physical self-defense should be made available for faculty, staff and students. Training would include tactics for approaching, disarming, and surviving a direct attack by an active shooter. This should be implemented through determined curriculum courses of any of the seven basic required courses in General Education and be available in time for the Spring 2008 semester.

Voluntary, individual self-defense programs, designed for "fighting-back" postures with an armed or active shooter, including approaching, disarming, and surviving a direct attack by an active shooter, should be made available by the University by fall of 2008.

## **Relationship with Law Enforcement and First Responders and Training for Campus Public Safety Officers**

In addition to the staff of campus Public Safety Officers, the University has a contract with the Springfield Police Department (SPD) which provides for a SPD substation located on the Missouri State University campus. The SPD substation is co-located with the Department of Safety and Transportation at 636 E. Elm. The FY08 contract totals \$580,408, and includes funding for ten assigned SPD officers as well as necessary equipment and vehicles. The arrangement is rather unique among colleges and universities. While Missouri State University Public Safety Officers are not armed or commissioned, SPD officers assigned to the Missouri State substation are.

The Task Force recommends:

1. The number of armed officers on campus should be increased. This can best be accomplished through a gradual increase in the University's annual contract with SPD. Ideally, the number of officers made available to serve the university should be at least doubled. It will be necessary to work closely with SPD to coordinate the phased implementation of this recommendation.
2. Faculty and staff should be trained, on a voluntary basis, to serve as "First Responders." Such an approach would necessitate a change in the academic workplace culture and require an understanding that both faculty and staff will most likely be the first line of defense in a hostile intruder situation. Certainly the necessary guidance, training and support will need to be provided for this cultural shift. In addition, due consideration and emphasis will need to be given to the appropriate role of faculty members in the academic environment. The emphasis will be on prevention through the reporting of information to law enforcement agencies and superiors. First Responders play an extremely important role because the response time of law enforcement personnel to an emergency situation on campus is estimated to be approximately eight minutes. The training outlined in the following paragraphs addresses all three phases of Emergency Planning, Preparedness, Response, and Recovery to support University employees as part of the "First Responders" Team. The recommended training programs would be implemented and phased in over the next 15 – 18 months to support of the University's Emergency Plans and Program. It is recommended that the following training for all faculty and staff at all levels of responsibility be offered:

A. New Hire Orientation – Overview of the Emergency Response Plan to include Mandated Reporting. Training can be included as a part of the New Hire Orientation process and information about the Emergency Response Plan should be included in all academic class syllabi. In addition, drills and tabletop exercises should be conducted on a regular basis to assist in this learning process. Policies and procedures will need to be developed and implemented to support a "Designated" or "Mandated" Reporter program to aid in prevention and the initial response. The costs for adding a program to New Hire Orientation are:

- Online Training Program: \$1600
- Brochure: \$1500 initial costs for distribution for new hires and current employees. Reoccurring costs for any updates on a bi-annual basis after implementation would be \$1200.

B. SHARP (Sexual Harassment and Rape Prevention Training) - The University currently offers 8 – 10 sessions a year for faculty, staff, and students with the support of the Department of Safety and Transportation and Campus Recreation. The recommendation

- C. is to increase offerings and modify curriculum to include general self-defense techniques for both men and women. The University currently has five certified instructors. The number of offerings could be expanded based on demand by University faculty, staff, and students. Costs for this program are:
- Cost per additional session (20 participants): \$480.00 to cover salary of instructors, materials, and room rental.
  - Instructor Certification: Instructors are certified every three years at a cost of \$400 per instructor.
- D. Prepare Training Program - This program is designed to assist organizations in meeting their violence prevention and intervention objectives. The strategies in this course are designed to help reduce frequency and severity of crisis situations. Participants acquire the skills to effectively respond to anxious, irrational, angry, hostile, or potentially dangerous behavior, and minimize the negative impact of challenging encounters. This course is designed to certify instructors within the organization who provide the training to others on an as needed basis at a cost of \$15.00 per person. The course would be included in the Human Resources training schedule and available by request for individual departments. The costs associated with the implementation of this program are:
- Instructor Certifications: \$14,000 for six instructors. No recertification needed. Cost for the instructor certification may be reduced by opening up the Certification Training to other educational institutions or government agencies in Southwest Missouri for attendance.
  - Individual Sessions (30 Participants): Ranging in costs from \$600 - \$1300 per session depending upon modules selected.

Please see Appendix D for a full description of course content and program implementation

3. Additional training for University personnel who serve in leadership roles, as emergency managers, or as response personnel should be provided. This would include training for safety officers, administrative and academic department heads, key faculty and staff designated in the Emergency Response Plan, and building coordinators. One of the objectives is to greatly increase knowledge of and familiarity with the University's Emergency Response Plan. It is suggested by the task force that this should be implemented no later than spring of 2008. (See Appendix E)

It is recommended that different levels of the National Incident Management System (NIMS) training for key personnel be utilized. NIMS, a part of the Federal Emergency Management Agency (FEMA), was developed to enable responders from different jurisdictions and disciplines to work together in responding to emergency situations. As noted by Michael and Chris Dorn in their recent article, "To be competent in handling a major catastrophic event, all key administrative staff (like the president, safety director/police chief, deans, department heads, and crisis team members) must receive formal training in NIMS, incorporate NIMS into their written plans, and practice utilizing NIMS during drills and exercises." (24) Related actions which should be taken include joint training exercises with SPD, Greene County, and other local agencies, to include table-top training and an annual exercise to test plans.

The NIMS training will be presented in a blended learning situation to include both online, classroom sessions, and tabletop exercises. The costs for the training are:

- Online Training: No Cost
- Classroom Training: The classroom training is provided by individuals or agencies supported through the State Emergency Management Agency (SEMA) on a grant basis. If SEMA is unable to support the University, costs will be incurred for an instructor and materials at approximately \$15 per person per course, or approximately \$8,000.00 for the two classroom sessions.
- Tabletop Exercises and Drills: Included in the additional costs for the Department of Safety and Transportation to conduct these exercises.

These types of training will require additional administrative support for monitoring participation, coordinating classroom sessions, and communicating the requirement to the University community, along with the time commitment by the participants. Please refer to Appendix E for detail outline of course materials, requirements, and schedule.

4. Training for all campus Public Safety Officers should focus on prevention and response. A program should be established that provides the layout and response procedures to outside emergency response agencies. The emphasis would be to first utilize officers and agencies already familiar with the campus (SPD substation officers and campus Public Safety Officers).
5. It is recommended that strong consideration should be given to purchasing a "Lead Tracking System" to be used as a record management system to track incidents and activities on a daily basis during a crisis to assist with crime analysis response time and resolution.
6. An extremely important element is to recognize the need for a recovery phase for attending officers, employees, and organizations involved in an emergency situation. Procedures should be established to make available necessary mental health and community support groups as a part of the recovery process. In the Four Phase Model discussed by Michael and Chris Dorn in their article, recovery involves two parts, 1) the mental health recovery plan to help reduce the emotional suffering of the campus community and to allow resumption of the process of education, and 2) the written business continuity plan to allow the organization to perform its primary mission of education in spite of extensive damage to facilities or critical systems. (24)

Please see Appendix F for a table that summarizes all of the recommendations for the relationship with law enforcement and First Responders training.

The Emergency Response Task Force appreciates the opportunity to provide these recommendations for consideration. Task Force members would be pleased to answer any questions which may arise or to provide additional input as necessary.

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#### WORK CITED

Dorn, Chris, and Michael Dorn. "When Lives Are at Stake." College Planning & Management July 2007: 22-28.



# APPENDICES

## EMERGENCY RESPONSE TASK FORCE RECOMMENDATIONS SUMMARY TABLE

<u>RECOMMENDATION</u>	<u>IMPLEMENTATION TIME FRAME</u>	<u>PROJECTED COST</u>	
Cheek Hall generator – for emergency communication needs	ASAP	\$100,000	*
636 E. Elm generator – for emergency communication needs	ASAP	\$30,000	*
Alumni Center – larger generator	Within next 24 months	\$100,000	*
Radios for building coordinators	ASAP	\$27,500	*
Radios for key administrators	ASAP	\$29,000	*
Interface to Greene County radio system	ASAP	\$6,000	*
Controller cards for radio system	ASAP	\$6,000	*
Host-based messaging system	ASAP	\$13,500	
Radios with FM receivers for all buildings	ASAP	\$5,500	*
Mass Notification System	Within 1 year	\$40,000	
Hot-line telephones in classrooms & labs, including circuit packs & installation	Within 1 year	\$69,145	*
Emergency alert devices in classrooms & selected offices	Spring, 2008	unknown	
VoIP system (need to do further research)	within 6 mos.	unknown	
Non-commissioned Public Safety Officers for key buildings, salary & benefits	1 year	\$363,000	
1 Additional Dispatcher - Safety & Transportation	1 year	\$23,000	
Equipment for non-commissioned Public Safety Officers, including scooters	1 year	\$88,000	*
Manuals for Public Safety Officers (22 manuals)	1 year	\$220	*
Thumb Locks for classrooms and labs (10,000 x \$220 each)	3 months	\$220,000	*
Expansion of Radio and Communications Center and Safety and Transportation Office	9 months	\$500,000	*
Access Readers for doors - start up costs	6 mos - 1 year	\$132,640	*

### APPENDIX A

<b><u>RECOMMENDATION</u></b>	<b><u>IMPLEMENTATION TIME FRAME</u></b>	<b><u>PROJECTED COST</u></b>	
Access Readers for doors – FY2008 costs	1 year	\$265,678	*
Access Readers for doors – FY2009 costs	2 years	\$215,180	*
Access Readers for doors – FY2010 costs	3 years	\$251,220	*
Clerical position(s) to support readers	6 mos.	\$51,200	
Costs to prepare training for initial certification	12-15 months	\$14,000	*
New Hire Orientation training – online & brochure (\$1900 start up costs, \$1200 on-going costs)	15-18 months	\$3,100	*
SHARP training (20 participants per session @ \$480 per session x 20 sessions)	15-18 months	\$9,600	
Prepare Training Program – instructor certification for 6 instructors	15-18 months	\$14,000	*
Key University Personnel classroom training (NIMS)	15-18 months	\$8,000	*
Increase in SPD contract to allow additional officers (including benefits)		\$615,000	
Lead Tracking/Records Management System	6 months to 1 year	\$250,000	*
	*One-time costs	\$2,335,183	
	On-going costs	\$1,115,300	
	Total	\$3,450,483	

## APPENDIX A

## Proposal to Re-Key Selected Springfield Campus Facilities Estimated Costs

### General Assumptions:

- At least two exterior doors in each of 25 buildings will be modified for controlled access using proximity readers.
- Five software licenses will be required (maintenance fees are not included in the cost of this initiative).
- 2,034 proximity cards will be issued to replace 1,850 exterior door keys plus 10 percent for building master keys.
- Existing computer network will be used for communications between buildings.
- Installation includes special doors with wiring installed in conduit. Work computed using prevailing wage.
- Installation of card reader doors estimated at \$6,000 each; system-compatible, non-card reader doors will cost \$1,000 each.
- 6% inflation factor was calculated in years FY08, FY09 and FY10.
- Start-Up costs for training and head-in equipment estimated at \$132,640 provides:

All card access computer equipment	Technical labor
Card access software	Installation labor @ prevailing wage and materials
2,500 proximity cards	Programming
Project management costs	Training
Conduit and wiring	Magnetic locking devices
Emergency release equipment	Power supplies
Card access controller equipment	Proximity readers

### FY2008:

<u>Building Name</u>	<u>Access Reader Doors @ \$6,000</u>	<u>Non-Access Reader Doors @ \$1,000</u>	<u>Total</u>
Start-Up			\$132,640
Glass Hall	4/\$24,000	11/\$11,000	\$ 35,000
Strong Hall	4/\$24,000	4/\$ 4,000	\$ 28,000
Temple Hall	4/\$24,000	6/\$ 6,000	\$ 30,000
Pummill Hall	4/\$24,000	1/\$ 1,000	\$ 25,000
			<b>\$250,640</b>
		(6% inflation)	\$ 15,038
		<b>Total</b>	<b>\$265,678</b>

### APPENDIX B

**Proposal to Re-Key Selected Springfield Campus Facilities (Continued)**  
**Estimated Costs**

**FY2009:**

<b><u>Building Name</u></b>	<b><u>Access Reader Doors @ \$6,000</u></b>	<b><u>Non-Access Reader Doors @ \$1,000</u></b>	<b><u>Total</u></b>
Carrington Hall	3/\$18,000	3/\$3,000	\$21,000
Kemper Hall	2/\$12,000	5/\$5,000	\$17,000
Craig Hall	2/\$12,000	5/\$5,000	\$17,000
Professional Bldg.	4/\$24,000	7/\$7,000	\$31,000
Karls Hall	3/\$18,000	5/\$5,000	\$23,000
Physical Therapy Bldg.	2/\$12,000	1/\$1,000	\$13,000
Wehr Band Hall	3/\$18,000	0	\$18,000
Meyer Library	4/\$24,000	6/\$6,000	\$30,000
Plaster Student Union	4/\$24,000	9/\$9,000	\$33,000
			<b>\$203,000</b>
		(6% inflation)	<u>\$12,180</u>
		<b>Total</b>	<b>\$215,180</b>

**FY2010:**

<b><u>Building Name</u></b>	<b><u>Access Reader Doors @ \$6,000</u></b>	<b><u>Non-Access Reader Doors @ \$1,000</u></b>	<b><u>Total</u></b>
Cheek Hall	4/\$24,000	3/\$3,000	\$27,000
Hill Hall	4/\$24,000	3/\$3,000	\$27,000
Ellis Hall	4/\$24,000	4/\$4,000	\$28,000
Art Annex	2/\$12,000	3/\$3,000	\$15,000
McDonald Arena	3/\$18,000	4/\$4,000	\$22,000
Kings Street Annex	2/\$12,000	2/\$2,000	\$14,000
Madison Hall	2/\$12,000	0	\$12,000
Greenwood	4/\$24,000	2/\$2,000	\$26,000
Freddy/Mil Science	2/\$12,000	0	\$12,000
Forsythe Athletic Center	3/\$12,000	1/\$1,000	\$13,000
Taylor Health Center	2/\$12,000	0	\$12,000
Hammons Hall	4/\$24,000	5/\$5,000	\$29,000
			<b>\$237,000</b>
		(6% inflation)	<u>\$14,220</u>
		<b>Total</b>	<b>\$251,220</b>

**Note: To support a conversion from Zip Card readers to readers addressed within this proposal it will take one and one half clerical positions at annual salary cost including benefits - \$51,200.00**

## **DOOR ACCESS PROPOSAL**

### Recommendation

Replace the existing ZipCard door access systems with the Honeywell door access system and place management of door access under the Department of Safety and Transportation.

### Rationale

- The current ZipCard system will need to be upgraded to an IP-based system within the next two to three years. The upgraded system will require a data port for control units on each door. It will be expensive to retrofit the existing system; therefore it makes sense to look at replacing the system with one that is more secure, has increased functionality, and is considerably less expensive.
- The cost of the equipment per door on the ZipCard system is approximately \$2,000, which includes the mechanical unit, door reader, and control unit. Cost of the equipment per door on the Honeywell System is \$1,600 for the first two doors in a building, then each subsequent door is \$830, a savings of almost 60%, which also includes the mechanical unit, door reader, and control unit. On the ZipCard system, a control unit is necessary for each door reader, which takes wall space and requires a dedicated AC electrical outlet for each control unit. On the Honeywell system, only one control unit is required per building which can support up to 64 doors, resulting in a significant reduction in physical space and electrical requirements. Either system will incur additional charges from Facilities Maintenance and Telecommunication Services for installation; however they will be significantly less with the Honeywell system because fewer electrical outlets and control units will have to be installed.
- The ZipCard system does not meet DOD security requirements, whereas the Honeywell system does. This will likely be a future requirement for certain facilities on the Missouri State University campus.
- The Honeywell system runs on a SQL server that supports partitioned databases so authorized personnel can only access database information within their area of responsibility.
- The current process to request new door installations is difficult and cumbersome.
- Support from Blackboard for the existing ZipCard system is almost non-existent, whereas Honeywell will provide training and certification for management and installation. Also there will be local support via a Software Support Agreement (SSA).

### Additional Information

- New readers are proximity readers, not badge swipe readers; however current ZipCards can be used by placing an “intelligent proximity sticker” on the back of the card.
- At some point, approximately 54 existing door access and gate readers will need to be replaced except for the mechanical mechanism. A control box with an appropriate number of cards will need to be installed in each of the buildings affected. Old control boxes, badge swipe readers, and AC electric will need to be removed.
- Estimated additional costs for proximity stickers will cost \$4.00-\$5.00 per card.

## **Prepare Training Program** ***Respect, Service, and Safety at Work®***

### **Overview of Program Content:**

This program is designed to assist organizations in meeting their violence prevention and intervention objectives. The strategies in this course are designed to help reduce frequency and severity of crisis situations. The program consists of a Foundation Course along with Issue-Specific Elective Modules that cover organizational issues such as conflict resolution, setting limits, and creating workplace civility. Participants acquire the skills to effectively respond to anxious, irrational, angry, hostile, or potentially dangerous behavior, and minimize the negative impact of challenging encounters. Participants will:

- Learn how crisis situations evolve and develop.
- Examine the issues that impact *Respect, Service, and Safety at Work®*.
- Explore the nonverbal and verbal elements of communication that can impact a crisis situation.
- Practice de-escalation strategies.
- Learn how to set limits with individuals who are verbally aggressive and noncompliant.
- Understand the reciprocal relationship between one's own behavior and the behavior of others.
- Develop coping mechanisms that can help maintain professionalism during confrontations.
- Explore ways to learn from crisis situations and improve future interventions.

### **Implementation:**

Coordinate an Instructor Certification Program for 5 -6 instructors who will then be available to provide the training on an ongoing basis for the First Responder Teams as well as individuals or departments who are interested in the training. Trainers would include personnel from Human Resources, Safety, Center for Dispute and Resolution, and the Management Development Institute. The costs for providing either the foundation course or individual modules for the University system would be the workbooks and administrative support for conducting the training. These programs would be offered on a continuous basis as part of our basic course offerings for faculty and staff. Instructor Certification would be scheduled Fall 07 with courses being available starting Spring 08.

### **Cost:**

The cost for initial certification of internal instructors would be \$14,000 with individual classes for up to 30 people ranging in costs from \$600 - \$1300 per session. Cost for the instructor certification may be reduced by opening up the Certification Training to other educational institutions or government agencies in Southwest Missouri for attendance.

**NIMS (National Incident Management System Training)  
for Missouri State University  
Emergency Responders and Leadership**

**Overview:**

The matrix below outlines the recommended training requirements for University personnel who have either supervisory or job responsibilities during the event of an emergency. Based on individual job responsibilities or structure of cost centers there may be some variances on who will attend the different levels of training. The delivery for the NIMS training will incorporate online, tabletop exercises, actual drills, and classroom sessions. The time frame for completing one complete cycle of this training will be 12 to 15 months. The tabletop exercises and drills will be a continuous process that will occur on an annual basis whereas the formal NIMS courses will on a as need basis to accommodate new members to the organization. The following courses are online and can be completed on an individual basis: IS 700, ICS 100, ICS 200, and IS 800. The courses ICS 300 and ICS 400 would be in a classroom environment attended by the Senior Level Supervisors of the organization.

**Training Matrix:**

	IS 700 NIMS: an Introduction (4 hrs)	ICS 100 Introduction to Incident Command (4 hrs)	ICS 200 Basic Incident Command System (12 hrs)	IS 800 National Response Plan – Introduction (4hrs)	ICS 300 Intermediate Incident Command (24 hrs)	ICS 400 Advance Incident Command & Executive System (16 hrs)
All Emergency Responders (Building Coordinators, Safety Officers, Emergency Response Task Force, & designated personnel) – 8 hrs	X	X				
First-Line Supervisors (Managers & Supervisors) - 20 hrs	X	X	X			
Mid-Level Response Supervisors (Deans, Department Heads & Directors) – 48 hrs	X	X	X	X	X	
Senior Level Supervisors (VPs & Above w/ Selected Directors) – 64 hrs	X	X	X	X	X	X



**NIMS (National Incident Management System Training)  
for Missouri State University  
Emergency Responders and Leadership**

**Timeline:**

The recommended timeline for completing the courses and running the tabletop exercises and drills are as follows:

- Complete the online courses IS 700, ICS 100, ICS 200, and IS 800 October through January 2008
- Set up classroom sessions along w/ tabletop exercises to run March and April of 2008
- Coordinate classroom training sessions w/ SEMA for the ICS 300 and ICS 400 courses to begin in June 2008.

**Online Course Information:**

The online courses are self-paced courses designed for people who have emergency management responsibilities and the general public. Some of the course will require the participant to download and print the information; while others are interactive and can be completed over the internet. Each independent study course includes lessons with practice exercises and a final examination. Participants need to score 75 percent or better to be issued a certificate of achievement from the Emergency Management Institute (EMI). Listed below is a short description for each of the online courses:

- **Incident Command System (ICS) 100 Training – 4 hours:** Provides training on, and resources for, personnel who require a basic understanding of the Incident Command System (ICS).
- **Incident Command System (ICS) 200 Training – 12 hours:** Provides training on, and resources for, personnel who are likely to assume a supervisory position within the Incident Command System (ICS). The primary target audiences are response personnel at the supervisory level.
- **Introduction to the National Incident Management System (NIMS) IS-700 Training – 4 hours:** Provides training on, and resources for, the National Incident Management System (NIMS). NIMS provides a consistent nationwide template to enable all government, private sector, and nongovernmental organizations to work together during domestic incidents.
- **Introduction to National Response Plan (NRP) IS-800 Training – 4 hours:** Provides training on, and resources for, the National Response Plan (NRP). The NRP specifies how the resources of the Federal Government will work in concert with state, local, and tribal governments and the private sector to respond to Incidents of National Significance. The NRP is predicated on the National Incident Management System, or NIMS. Together the NRP and the NIMS provide a nationwide framework for working cooperatively to prevent or respond to threats and incidents regardless of cause, size, or complexity.

**NIMS (National Incident Management System Training)  
for Missouri State University  
Emergency Responders and Leadership**

**Classroom Course Information:**

The additional two courses required for Mid-level Response Supervisors and Senior-level Response Managers are presented in a classroom environment:

- **Intermediate Incident Command System (ICS) 300 Training – 24 hours:** Objectives and topical areas addressed during the training are to describe the how the NIMS Command and Management component supports the management of expanding incidents. Discuss the incident/event management process for expanding incidents and supervisors as prescribed by the Incident Command System. During the training sessions, participants implement the management process on a simulated Type 3 incident and develop an Incident Action Plan for the simulated incident.
- **Advanced Incident Command System (ICS) 400 Training – 16 hours:** The objectives and topical areas addressed in this training session address how a Unified Command functions within a multi-jurisdiction or multi-agency incident. The training sessions also outlines the advantages of Unified Command and what kinds of situations may call for a Unified Command organization. This level of training will also address the planning process to include responsibilities of the senior level positions, issues that affect the incident complexity, and the tools available to analyze complexities. The training also provides guidelines on the responsibilities and roles of the senior leadership, their staff, agency representatives, and technical specialists to include reporting relationships and how they can be effectively used within the incident organization. It also addresses the transfer of command.

**Costs/Supporting Resources:**

There is no additional cost associated with conducting the online training. The costs for the tabletop exercises and drills are incorporated into the additional costs for the Department of Safety and Transportation to conduct these exercises. The classroom training is provided by individuals or agencies supported through SEMA on a grant basis. If SEMA is unable to provide support ,then the university will incur costs for an instructor and materials. Based on discussions with the Greene County Emergency Management the cost would be approximately \$15 per person per course or approximately \$8,000.00 for the two classroom sessions. Both types of training will require additional administrative support for monitoring participation, coordinating classroom sessions, and communicating the requirement to the University community along with time commitment by the participants.

**Campus Emergency Response Task Force**  
**Relationship with Law Enforcement & First Responders and training Campus Public Safety**

Issues	Solutions	Challenges	Cost	Timeline
<p><b>All Faculty and Staff as first responders:</b></p> <ul style="list-style-type: none"> <li>• Change the academic workplace culture. Understanding that both faculty and staff will most likely be the first line of defense in a situation.</li> <li>• Provide the necessary guidance, training, and support for the cultural shift.</li> <li>• Heighten awareness and level of responsibility.</li> <li>• Focus on prevention and response to situations.</li> <li>• Emphasize prevention through the reporting of information to law enforcement and superiors.</li> <li>• Develop a “Community Policing” culture within the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Define the roles and responsibilities of Faculty and Staff; specifically those in leadership roles in administrative offices and classrooms (day and evening classes).</li> <li>• Develop policies and procedures to establish a “Designated or Mandated” Reporter Program.</li> <li>• Establish procedure for reporting information to law enforcement and chain of supervision.</li> <li>• Develop and implement training programs to support faculty and staff as part of the “First Responders” team.</li> <li>• Include training requirement as part of New Hire Orientation Process.</li> <li>• Include information about the Emergency Response Plan in class syllabi as a requirement.</li> </ul>	<ul style="list-style-type: none"> <li>• Investment of resources needed to support the training to include time, personnel, costs, and materials for initial programming and on a continuous basis.</li> <li>• Budget.</li> <li>• Current limitation of internal/resources.</li> <li>• Specialized training that may need to be outsourced or contracted.</li> </ul>	<p>Prepare Training:</p> <p>\$14,000 for initial certification Individual classes for 30 people \$600 - \$1300 per session.</p> <p>New Hire Orientation:</p> <ul style="list-style-type: none"> <li>• Online Training: \$1600</li> <li>• Brochure: \$1500 initial costs for distribution and New Hires (2yrs). Reoccurring costs for any updates and on an annual basis after implementation.</li> </ul> <p>SHARP’s (Self Defense) Training:</p> <p>Expand number of offerings based on demand. Cost per class is \$480.00 for 20 participants. Available to Faculty, Staff, and Students.</p>	<p>Initiate discussions September ‘07 for implementation in either Spring or Fall ‘08 for Mandated Reporter program.</p> <p>Prepare Training Program – Spring ‘08</p> <p>Online Training Program Fall ‘08</p> <p>Brochure – Spring ‘08 Information added to welcome letter Fall ‘07 referring to Safety’s site for ER.</p> <p>There are 8 sessions scheduled for FY08 starting September 07.</p>

**Campus Emergency Response Task Force**  
**Relationship with Law Enforcement & First Responders and training Campus Public Safety**

Issues	Solutions	Challenges	Cost	Timeline
<b>Key University Personnel Training</b> <ul style="list-style-type: none"> <li>Additional training for University personnel who serve in leadership roles, as emergency managers, or as response personnel: <ul style="list-style-type: none"> <li>Safety Officers.</li> <li>Emergency Response Task Force.</li> <li>Administration-Department Head level and up.</li> <li>Key faculty and staff designated in the Emergency Response Plan</li> <li>Building Coordinators</li> </ul> </li> <li>Knowledge of the University's Emergency Response Plan</li> </ul>	<ul style="list-style-type: none"> <li>Conduct drills and tabletop exercises on a regular basis.</li> <li>Educate the university community on the Department of Safety and Transportation's responsibilities during emergencies</li> <li>Coordinate and organize National Incident Management System (NIMS) training for key personnel.</li> <li>Conduct joint training exercises with Springfield Police, Greene County, and other local agencies.</li> <li>In-service training for the Department of Safety and Transportation's responsibility during emergencies.</li> <li>Conduct table-top training.</li> <li>Conduct annual exercises to test plans</li> <li>Key personnel read and familiarize themselves with the document</li> </ul>	<ul style="list-style-type: none"> <li>Resources for providing continuous training and conducting exercises on an ongoing basis.</li> <li>An added requirement for the University and supporting agencies.</li> </ul>	8,000 for classroom sessions if grant money is not available to support training through SEMA. No outside costs for Online Training courses.	<p>Course syllabi referring students to Safety's Emergency Information Page effective Spring 08. Use the Standard, Student E-Bulletin, &amp; Student Senate to relate information as deemed appropriate for this Fall semester.</p> <p>Start 10/07 through 10/08 for initial process. Provide ongoing training for new hires as needed.</p>

**Campus Emergency Response Task Force**  
**Relationship with Law Enforcement & First Responders and training Campus Public Safety**

Issues	Solutions	Challenges	Cost	Timeline
<p><b>Safety and Transportation Officers:</b></p> <ul style="list-style-type: none"> <li>• Focus on prevention and response to situations.</li> <li>• Emphasize prevention through the reporting of information to law enforcement and superiors</li> <li>• Inability for direct communication with outside emergency response agencies</li> <li>• Lack of automated “Lead Tracking System/ Record Management System”, to help manage data of daily events and track activities of “first responders” in a crisis situation</li> <li>• Limited communication capabilities between different levels of law enforcement in the response to a crisis.</li> <li>• Lack of recovery process for attending officers, employees, and organization</li> </ul>	<ul style="list-style-type: none"> <li>• Utilization during tabletops and exercises.</li> <li>• Establish a program that provides the layout and response procedures to outside emergency response agencies. <ul style="list-style-type: none"> <li>○ Emphasis would be to first utilize officers/agencies already familiar with campus (i.e. Springfield Police Substation and Public Safety) at first incident.</li> </ul> </li> <li>• Conduct joint training exercises with Springfield Police, Greene County, and other local agencies.</li> <li>• Conduct tabletop exercises.</li> </ul>	<ul style="list-style-type: none"> <li>• Pros and cons for internal development versus purchased programs through a vendor.</li> <li>• Time factor</li> <li>• Limitations on sharing of information based on current laws (i.e.FERPA)</li> </ul>	<ul style="list-style-type: none"> <li>• \$250,000 +</li> <li>• See Communications Subcommittee Report for systems and costs.</li> </ul>	<ul style="list-style-type: none"> <li>• Dependent on funding - January 2008</li> </ul>

**Campus Emergency Response Task Force**  
**Relationship with Law Enforcement & First Responders and training Campus Public Safety**

Issues	Solutions	Challenges	Cost	Timeline
<ul style="list-style-type: none"> <li>• Familiarize outside visiting response agencies with the campus layout, policies, and facilities.</li> <li>• Management of a mass infiltration of outside first response agencies that relocate to the campus area in support of a crisis.</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase “Lead Tracking System/Records Management System”, to be utilized as a record management system to track incidents and activities on a daily basis/ during a crisis to assist with crime analysis, response time, and resolution.</li> <li>• Establish a means by which to have Interoperability Communication with Federal, State, and local level agencies.</li> <li>• Establish a process with community support groups as part of the recovery phase</li> <li>• After action report process for exercises, drills, and incidences</li> </ul>			
<p><b>Additional Issues for Consideration by Emergency Response Task Force:</b></p> <ul style="list-style-type: none"> <li>• Designated reporter for students.</li> <li>• Sharing of information on students among University law agencies</li> <li>• Communication Plan for sharing information with the press and local community</li> </ul>				