



University of Houston Downtown Security Master Plan

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University of Houston Downtown

Security Master Plan

2025 - 2030

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EXECUTIVE SUMMARY

OVERVIEW:

A Security Master Plan is a document that functions as a strategic plan for safety and security. This Security Master Plan covers a five-year period of 2025 to 2030. In higher education, nothing is more important than the safety and security of our students, faculty, staff, and visitors. Yet too often institutions do not strategically plan for safety and security. Institutions plan years in advance for student growth, real estate acquisition, funding, and construction of buildings. These same institutions often view safety and security in terms of maintaining the status quo. If there are no incidents of violence and no negative media attention, leaders are satisfied with safety and security measures. However, without planning, security measures are often hastily implemented in a haphazard response after an incident has occurred. These types of responses jeopardize efficiency and strategy. Proactive measures are always superior to reactive measures. Security Master Plans also institutionalize safety and security and ensure that the safety of the campus community is part of a shared organizational culture. Most public safety departments are buried at several levels in the organizational structure of the institution. Although public safety departments have internal policies and procedures, there are few overarching safety and security policies that are approved at an institutional level. As an example, surveillance cameras, access control and other security measures are often value-engineered out of new construction projects over objections of public safety personnel. The Security Master Plan establishes security standards for new construction, as well as other institutional safety standards. The Security Master Plan also ensures centralization and efficiency of security resources.

GOALS / STRATEGIES:

The takeaway from a Security Master Plan is a document that provides Goals and Strategies. They are identified as follows:

GOALS – Goals are identified as the outcome that is desired in relation to safety and security for the UHD Campus Community.

STRATEGIES – Strategies are identified as the approaches or action items that will lead to the respective goals.

CURRENT STATUS:

Typically, this section identifies anticipated institutional strengths and weakness in the implementation of the Security Master Plan

I. PURPOSE

The purpose of the Security Master Plan is to create a safe and secure environment for students, faculty, staff, and visitors. The Security Master Plan seeks to accomplish this through the establishment of security standards, procedures and expectations that will guide UHD in a changing environment. There are numerous incidents that have dramatically impacted campus safety and security in the previous half century. From the passing of the Clery Act of 1986, through development of threat assessment teams in response to the Virginia Tech Massacre, through Covid-19 and campus protests and demonstrations, there have been a variety of events that have generated responses and

changes in security structure and procedures. Many institutions are reactionary and add security measures or technologies in response to incidents. A Security Master Plan should not be reactionary, but should prepare for the unknown in a strategic, proactive manner and to establish benchmarks, universal security standards and protocols to prepare UHD for whatever unanticipated events may unfold in the future.

The Security Master Plan also institutionalizes and provides documentation and standardization of what the institution is currently doing well. There is a high degree of turnover in the administrative positions at institutions of higher education. It is common for someone to stay in a leadership position for a year or two and then move to another institution. By institutionalizing best practices, standards and procedures, the Security Master Plan will ensure continuity in the event of turnover in key positions.

II. INTRODUCTION

Security Master Plans are not generic in nature. Each institution of higher learning has different contextual features that makes the Security Master Plan must be tailored to the specifics of that institution. Although there are general principles and concepts that are the same regardless of the institution, there are many other factors that must be considered when developing a Master Security Plan. These factors include whether the institution is in an urban or a rural setting, the crime rate around the institution, the geography of the area, weather patterns, climate, public versus private, undergraduate or graduate, organizational culture, type of academic programs, online presence, natural barriers around campus, and whether the campus is concentrated in a core centralized campus or is dispersed throughout a larger mixed-use area. To develop UHD's Master Plan, there were specific activities that needed to be conducted before the plan could be designed. These activities included meeting with a wide variety of individuals (students, faculty, staff, and leadership) in group meetings and one-on-one meetings and having them openly express both the success and challenges of UHD and describe their visions and goals. While on the campus at the University of Houston Downtown, our team met with members from the following units: facilities, the ADA compliance group, emergency management, the vice president of finance and administration, police communications, Clery compliance, the wellness center, the police department, electronic security, custodial and grounds, and mail / auxiliary services. We also later conducted a video interview with student government.

The industry standard for the lifecycle of a Security Master Plan is four to five years. This Security Master Plan will cover the period of 2025 through 2030. It is recommended that this plan be reviewed and modified in 2029.

The Security Master Plan will enable UHD to develop a comprehensive strategy to enhance security on campus. The Security Master Plan provides a strategic plan to enhance the safety of students, faculty, staff, and visitors and to protect University property.

Departments Responsible for Providing Security Services

The primary department responsible for providing security services at UHD is the Police Department -which includes Law Enforcement, Emergency Communications, Emergency Management, Clery

compliance, and electronic security, and the Environmental Health and Safety coordinates with the emergency management team and works to ensure safety across campus.

The Facilities Division manages access control and the function of building design and construction.

Police Department

The UHD Police Department is a full-service agency that provides professional law enforcement, emergency response, crime prevention, community outreach, and oversight of emergency management. It is made up of twenty sworn police officers, seven telecommunicators, three emergency management staff, three parking staff, four environmental health and safety staff, 15 security officers and one administrative assistant. The department is accredited through the International Association of Campus Law Enforcement Administrators (IACLEA). Department personnel are responsible for the following areas:

- The Patrol Division is responsible for providing uniformed police services, emergency response, and community involvement on a 24/7 basis.
- The Communications Center is staffed with Telecommunicators, managed by a Telecommunications Supervisor, and provide 24/7 coverage.
- The Professional Standards (internal affairs) function is managed by the Assistant Chief of Police.
- The Emergency Manager is responsible for emergency coordination & planning, business continuity, and emergency notification system.
- The UHD Clery compliance officer is within the police department and serves as the evidence custodian. The Chief of Police is responsible for the institution's annual security report (ASR) as required by the federal Clery Act.
- Parking and Transportation services coordinate all parking needs on the UHD campus.

Emergency Management

Emergency Management is responsible for developing, implementing, and maintaining an institution-wide emergency management program that performs duties within the five mission areas of emergency management (prevention, protection, mitigation, response, and recovery) to provide for the safety and well-being of all university stakeholders. This includes comprehensive planning, training, and exercise programs that enhance UHD's capabilities to manage all types of hazards. Working in partnership with local, state, federal and private entities, the Emergency Manager works to provide an integrated emergency management program that will aid in supporting the intellectual growth and skills of gifted emerging artists and, service to the community.

It is the goal of the Emergency of Management to:

- Create a culture of preparedness among faculty, staff, and students;
- Build a disaster resilient community starting from the individual up to the University;
- Mitigate against recognized hazards;

- Provide emergency preparedness training for faculty, staff, and students;
- Ensure plans and resources are in place to effectively respond to emergencies and disasters on campus;
- Ensure that the University can continue critical operations during and after an emergency or disaster
- Develop a framework that will allow for a fast, efficient disaster recovery process following an emergency or disaster;
- Provide direct support to departments and individuals on emergency planning, coordination, and information management.

Environmental Health and Safety

The Environmental Health & Safety Office (EHS) is a service organization dedicated to providing the UHD community with a safe and healthy learning and working environment. EHS interprets regulations from federal, state, and local agencies, conducts inspections and investigations to proactively prevent accidents, consults with employees and vendors on projects and activities, and provides safety training to protect occupant health and environmental safety.

Facilities Management Division

Facilities Management is responsible for the construction, renovation, repair, and maintenance of campus buildings. The department is a service organization, comprised of skilled professionals who provide a safe, clean, well-functioning campus community.

III. BIOGRAPHY OF CONSULTANT:

CriticalArc was contracted to develop the Security Master Plan for UHD. Jason Goodrich was the consultant for CriticalArc who composed the documents. Goodrich enjoyed an extensive law enforcement career and previously served as chief at major institutions.

Jason Goodrich is the Director of Global Consulting for CriticalArc. He has served as a Sergeant with the University of Arkansas Police Department, a Captain at the Vanderbilt University Police Department, the Chief of Police at Southern Arkansas University, the Chief of Police at Indiana University Southeast, the Chief of Police at Lamar University and the Chief of Police at the University of Cincinnati. He previously served as the Customer Success Director and Lead Consultant at CriticalArc where he has been employed since 2016. Goodrich possesses a Bachelor of Arts degree in Criminal Justice from the University of Arkansas at Fayetteville, a Master of Arts in Conflict Management from Lipscomb University and is a graduate of the Northwestern University School of Police Staff and Command. Goodrich is also a Certified Protection Professional through ASIS International.

IV. MISSION VALUES AND ORGANIZATIONAL CULTURE

To properly create a Security Master Plan, it is important to understand the organizational culture, the mission, and the value of the organization, as the Security Master Plan should support and tie into the organization. Additionally, relating the planning process to the overall university master plan as well as the Division of Finance and Administrations' strategic plan is essential to successful execution of goals and objectives with increased organizational support.

University of Houston Downtown Mission and Vision:

The University of Houston-Downtown is a community of diverse faculty, staff, students, and regional partners dedicated to nurturing talent, generating knowledge, and driving socioeconomic mobility for a just and sustainable future.

The University of Houston-Downtown will be an inclusive university of choice for Houstonians seeking to contribute to the social, intellectual, and cultural lives of their communities.

Our vision is forward-looking and reveals the new paradigm that will establish the culture of UHD for the next 20 years. The vision to make UHD a university of choice will require dedication from the university's community. Promoting institutional and inclusive excellence and engraining them as practices in every area of the university will get us to this point.

However, in addition to our internal efforts, we will need the support of external partners. We invite existing and future collaborators to join us in effecting organizational and operational changes so that we can indeed become a model public, urban university.

Administration and Finance Foundations

Mission:

The mission of the Division of Administration and Finance is to provide strategic financial leadership and effective administrative support to the University of Houston-Downtown's core mission of student success, teaching, research, and public service.

Vision:

The Division of Administration & Finance aspires to be innovative and valued partners committed to providing exceptional service and creating a sustainable and supportive environment where the UHD community can thrive.

Shared Values

Service: We value excellence in providing the highest level of customer service to achieve the University's mission of student success, teaching, research, and public service.

Integrity & Transparency: We value integrity, transparency, and the highest ethical standards in our interactions with members of the University community.

Stewardship & Accountability: We value our role as good stewards of all University assets in managing resources responsibly, effectively, and efficiently.

Collaboration: We value an environment that promotes the sharing of ideas and skills to foster a sense of purpose to achieve the University's strategic priorities goals.

Respect: We treat others collegially with civility, openness, and professionalism in all interactions.

The Plan's Priorities

With four strategic priorities, the plan focuses on A&F people and support infrastructure.

Goal 1: Enhance Operational Efficiency and Continuous Improvement

(complements UHD's Strategic Goal E: Sustainable Operations)

- **Objective 1:** Identify and streamline administrative processes to reduce inefficiencies and enhance productivity.
- **Objective 2:** Implement technological solutions, such as automation and digitalization, to improve workflow efficiency and reduce manual tasks.

Key Initiatives:

- Develop and implement a system to solicit suggestions for improvements from faculty, staff, and students.
- Create standard documentation on all major business procedures and processes.
- Establish a working group to review and recommend business process improvements.

Performance Metrics:

- Campus survey
- Key performance indicators (KPI)

Goal 2: Promote a supportive environment where staff contributions are acknowledged, and excellence is rewarded.

(complements UHD's Strategic Goal D: Engage Faculty and Staff)

- **Objective 1:** Provide staff-focused professional development and networking opportunities.
- **Objective 2:** Create program(s) to recognize and reward excellence.

Key Initiatives:

- Support continual learning through staff development plans, training and certification opportunities, and informational programming. The annual staff performance evaluation must include a professional development goal.
- Improve the existing STAR (staff award and recognition) program.

Performance Metric:

- Staff climate survey
- Staff retention rate

Goal 3: Ensure our infrastructure is well maintained and secure to ensure the health and safety of the university community.

(complements UHD's Strategic Goal E: Sustainable Operations)

- **Objective 1:** Maintain an infrastructure and provide services for a safe, clean, functional, and welcoming campus environment.
- **Objective 2:** Establish standards for a culture of compliance and accountability.

Key Initiatives:

- Update environmental, health and safety policies, procedures, and programs.
- Develop and implement a standardized, user friendly campus wayfinding program.

- Develop and implement alternative technology infrastructure plan such as virtual and cloud computing to improve data storage, better performance, and cost savings.

Performance Metric:

- Campus survey

Goal 4: Enhance financial sustainability.

(complements UHD's Strategic Goal E: Sustainable Operations)

- **Objective 1:** Stabilize, diversify, and enhance revenue streams.
- **Objective 2:** Improve financial resource allocation and budget model.
- **Objective 3:** Develop a long-term comprehensive financial plan to improve the financial health of the university.

Key Initiatives:

- Regularly review existing revenue streams to ensure that maximum value is achieved for the university.
- Develop quarterly budget reporting with actuals and documented corrective action as needed.
- Redesign the existing budget model.

Performance Metrics:

- Increase reserve fund balance.
- Balanced operating budget.

UHD Police Mission and Vision

Mission:

The mission of the University of Houston-Downtown police department is to provide a safe environment where students, faculty, and staff feel safe to learn, safe to teach, and safe to perform their duties as members of the university community.

Vision:

Our vision is to provide excellent service to the University of Houston-Downtown through dedication and commitment

Integrity: Built upon a foundation of ethical and professional conduct, the UHD Police Department is committed to the highest level of moral principles and ethics. All members of the Department will adhere to the Law Enforcement Code of Ethics.

Honesty: We will be truthful and trustworthy at all times.

Fairness: We are committed to equal application of the law to offenders and members of the public as well as the equal application of rules and regulations to all members of the Department.

Courage: We are dedicated to meeting all challenges with the courage needed to accomplish our mission.

Compassion: We understand our role as community caretakers and temper our application of the law with compassion and empathy.

Accountability: We remain accountable to the Department, the University, fellow employees and to the citizens for the appropriate and compassionate performance of our job.

V. PUBLIC SAFETY PHILOSOPHIES, STRATEGIES AND GOALS

There are underlying philosophies strategies and goals that serve as the basis for standards and protocols. Recommended standards and protocols are not haphazard or random, but they are linked to these underling philosophies, strategies and goals that provided the groundwork for standards and protocols. The Security Master Plan implements a risk-based methodology to security planning which identifies existing or emerging vulnerabilities and provides strategies to address these issues. This approach allows for better conceptualization of the overall security landscape and guides the distribution of resources accordingly.

It is recognized that budgetary constraints are a reality of higher education and although there may be limited resources, the goals, strategies, and recommendations are prioritized based on criticality.

Although many the initiatives and recommendations in this Security Master Plan have already been addressed and are already underway, this document provides a method of bringing together all security and safety efforts into one single, comprehensive plan.

By implementing the strategies in this report, UHD can ensure consistent application of security throughout the entire campus, develop increased security awareness withing the campus community and establish sustainable and scalable security measures.

1. **Campus Safety is a Shared Responsibility** – One of the most basic principles of campus safety is the philosophy and mindset that safety is not solely the responsibility of the Public Safety Department, but that safety is a shared responsibility that everyone on campus plays a part in. The Public Safety Department cannot do it alone. There must be active participation by students, faculty, and staff. From reporting anonymous tips and unsafe conditions to knowing how to respond in the event of an active shooter or an earthquake, the training and tools provided to members of the campus community is one of the most essential parts of public safety. A focus on safety should permeate all roles and responsibilities of each member of the campus community.
2. **Crime Prevention Through Environmental Design (CPTED)** – The principle of Crime Prevention Through Environmental Design is a core crime prevention concept that recognizes that lighting, barriers, access, visibility of deterrents and several other factors can reduce the likelihood of criminal activity. The concept of CPTED is applied to this Security Master Plan.
3. **Safety Versus the Perception of Safety** - It is also important to distinguish between the actual safety of campus and the perception of safety on campus. Although crime may be low on campus, there can still be perceptions that need to be addressed. Failure to address these perceptions can have a negative impact on the institution. Lighting, communication, training, and a visible security presence can have a positive impact on perceptions of safety.
4. **Increased Reliance on Technology** – In the law enforcement and security environment advances in technology has served as a force multiplier. Surveillance, access control and electronic communication devices and applications have become increasingly less expensive while staffing

and personnel costs have continued to rise. Technology not only serves as a force multiplier but reduces human error.

5. **Multiple Layers of Security** – It is helpful to think about security in layers, beginning with the individual. A Security Master Plan provides a multilayered approach to security. The layers start with personal safety and extend outward to protect equipment, facilities, and the perimeter of campus. Multiple strategies at each layer must work together to create a safe and secure environment. Security Awareness begins at the individual level and extends outward. First, it is important to create a culture of security awareness through training and institutionalizing security policies and procedures. Moving out from the individual, it is next important to identify elevated risk areas or functions. This can involve access control into an administrative area, an entry way onto campus, a laboratory with hazards or any of several other potential high-risk areas. Moving up from the high-risk area, the next level is the perimeter of buildings. At the building level is where many of the areas of CPTED come into play. This also involves building policies and procedures such as overnight security in buildings, hours of operation, opening procedures, and surveillance. The next level is outdoor spaces. This is too often neglected at institutions. Often buildings are provided with security measures such as cameras and access control at entry points, but the approach to the building may present a security risk. As individuals are in outdoor spaces approaching or leaving buildings, particularly in hours of darkness, they present a greater vulnerability than they do while inside of a building. However, due to infrastructure and other factors outdoor spaces rarely provide sufficient security. For example, it is easy to run power to a camera mounted over the door of a building and that camera is focused on one specific point such as the door opening. However, as individuals approach buildings, they are out in the open. What other poles or structures can cameras be mounted to? Where does the power for these devices come from? If there are multiple approaches to the building, at which point on which route are the cameras focused? Moving from the level of building to outdoor spaces will help to capture vulnerabilities that have not been previously identified. The final level is the campus perimeter. This is where branding, defining the perimeter of campus and campus gateways come into play.

Also, CPTED is important at this level, as structures, fencing and even shrubbery can be used to funnel and direct foot traffic or to deter traffic from a specific pathway or area. This is important, for example if you have a parking lot that has an open border with campus. Individuals can walk out of the parking lot at any area and access campus. By using barriers (such as shrubbery) along the campus-facing perimeter of the parking lot, foot traffic can be funneled to the corner of the lot where there is a crosswalk, a camera, and bright lighting.

This plan does not address strategies for enhancing information and network security; cyber security will continue to be managed by the University's Information Technology Services division. Throughout this Plan, the term "security" shall be interpreted to mean "physical security" or "life safety" security unless otherwise clarified.

VI. FOCUS AREAS FORMAT:

This Security Master Plan contains six areas of focus. The first focus is on the individual. Students, faculty, and staff all play a part in safety at the individual level. This includes taking part in their own

individual safety and the safety of the institution. There are expectations, training, and resources that everyone should have as the most basic building block of the security structure. The second focus area is the relationship focus. This area describes how the individuals within the institution interact with each other. This includes the reporting structure of the organization, the relationship between the institution and the students and the various groups and committees that are essential to the safety and security of the institution. The third focus area is the physical facilities of the institution. This includes cameras, buildings, access control, alarms, pathways, perimeter markings and other physical and system security features. The fourth focus area is technology. Although many of the technologies are tied to physical facilities, it is viewed as a separate category. The fifth focus area is the external environment. The external focus includes professional organizations and best practices. The final area is the regulatory / compliance focus and serves as an overlay on top of the other focus areas.



A. INDIVIDUAL FOCUS

Every member of the campus community plays a role in the safety of the institution and is entitled to a safe environment to work and study. The individual is the most basic building block of safety and security. There are resources and training that should be available to all members of the campus community.



B. RELATIONSHIP FOCUS

Individuals do not operate in a vacuum. The structure of the institution plays a part in determining how safety and security decisions are made and in determining the emphasis on safety and security. There are also groups that are essential to the safety and security of campus, as well as workflows, meetings and interactions that promote safety.



C. PHYSICAL FACILITIES FOCUS

The physical facilities should also enhance safety and should be examined to ensure that there are no security breaches in the physical facilities. Cameras, alarms, access control and other software and hardware play a part in safeguarding facilities.



D. TECHNOLOGY FOCUS

Efforts should be made to identify technologies that can be used as a force multiplier and reduce reliance on personnel. As technology advances, it is important to plan and budget for technological advances that can provide better efficiency and security. Wages are increasing and security personnel are more difficult to hire and retain. Additionally, human error is a potential point of failure. Although security personnel will always be required, reliance on current technologies can increase security and efficiency.



E. EXTERNAL FOCUS

It is essential that members of the campus community are safe off-campus. This includes the cities surrounding campus and even globally. To be safe off-campus, institutions must have the technologies and communication systems to address those specific safety needs. Institutions must also learn from peer institutions and from professional associations to stay current with best practices.



F. REGULATORY / COMPLIANCE FOCUS

The final focus area is the regulatory / compliance area. This area is an overlay that overlaps with the recommended actions in other focus areas. In addition to security standards and best practices, there may be local, state, and federal legislation that mandates certain legal requirements. These regulatory and compliance requirements should be prioritized to ensure that the institution is not only addressing what it should do, but what it is required to do.

VII. PROCESS

To create the Security Master Plan, the previous focus areas were identified, and the University of Houston Downtown was examined in each of these areas. Data was drawn from a variety of sources, including interviews with students, faculty and staff, the work of the previous security assessment, operational analysis, risk assessment, legislative review, and best practices. This led to

the identification of specific goals for the institution, as well as recommendations related to policies, procedures, structure, and operations.

VIII. SCOPE

UHD seeks to be on the frontline among higher education institutions in proactively identifying responding to and mitigating security concerns. As a publicly funded facility, UHD is an open campus to the public and surrounding community. Historically, security has not been a predominant force or guiding principle regarding site layout, building construction, maintenance, or operations. While UHD is committed to maintaining an open and accessible campus environment for students, employees, and visitors, the university is also committed to creating a safe and secure learning environment based on well-designed policies, procedures, and a robust security infrastructure. This plan is a critical step in standardizing the efforts started in recent years to ensure all areas of campus physical security are addressed with appropriate time and money availability.

The Security Master Plan will provide a strategic management tool to guide the UHD security practices over the next five years as it continues to maintain and improve the safety and security of the University.

The Plan focuses exclusively on the personal safety, physical security of people and property at the University of Houston Downtown. Physical security measures are aimed to prevent, deter, or inhibit crime and threats to campus. They are also designed to reduce any potential damage or injuries and to ensure a swift response should an incident occur. A well-constructed Security Master plan enables the University to meet new legislative requirements, limit exposure to liability, adapt to changing levels of risk, and promote a sense of well-being among the campus population.

The Security Master Plan provides clear strategic, operational, and resource management directives for managing security risks and offers recommendations that will allow the University's existing security elements to become more effective and progressive. This Plan will be used as a foundation for the safety and security standards of the University.



IX. INDIVIDUAL FOCUS

The first focus area is on the individual. Expectations vary with the role that each individual plays in the institution. Although what is expected for a student will vary from what is expected for a faculty member or a staff member, there will be some overlap.

- A. **Security Awareness** – Based on the principles of safety being a shared responsibility, all members of the campus community should be informed of safety and security measures available to them. Faculty, students, and staff should be aware of incidents of crime that occur on campus.

- 1. **Keeping Students, Faculty and Staff Informed** - In accordance with the Clery Act, the University of Houston Downtown must publish a daily crime log. Crime statistics and the Annual Security and Fire Safety Report should also be made available to all faculty students, staff and prospective students and prospective employees. All members of the campus community must also be informed annually of emergency procedures and evacuation procedures in conjunction with an annual test / drill as required by the Clery Act. The Clery Act also requires Emergency Notifications and Timely Warnings be sent to keep the campus community informed.

The police relationship with Student Government is strong and a point to build upon. Opportunities exist for a collaboration with a formal community outreach team from the PD and the Student Government team. The SafeZone Customer Success team can also support specific outreach events to promote SafeZone app use and safety in general. Having a regular police team member available for student government questions is also a positive engagement from a community outreach team.

- 2. **Run/Hide/Fight Active Shooter Training** - It is also recommended that all students, faculty, and staff should be offered Run-Hide-Fight Active Threat response training.
 - 3. **Safety Awareness** - UHD should have programs designed to inform students and employees about campus security procedures and practices and to encourage them to be responsible for their own security. There also should be programs to inform students and employees about preventing crime. There should be specific educational programs promoting the awareness of sex offenses. Programming should be developed for initial outreach as well as recurring education.
 - 4. **Students / Faculty / Staff – The first line of Security**
Consistent with the principle of safety being a shared responsibility, the central focus of this plan is to increase safety and security awareness across campus by involving the campus community in programs and training. This goes hand in hand with the increased

visibility of security efforts across the campus and a heavy engagement of the community by public safety. A dedicated community outreach unit would help the police team build community and promote overall campus safety more effectively.

- B. Security Reporting** – The Clery Act requires that UHD must have a policy regarding procedures for students and others to report crimes and/or other emergencies occurring on campus. In this policy, UHD must have a list of titles of each person or organization to whom students and employees should report criminal offences. This policy must also detail any institutional policies that allow for the reporting of incidents on a voluntary, confidential basis. Additionally, all identified Campus Security Authorities must report Clery crimes to Campus Security. It is important that this reporting be done promptly so that Timely Warnings can be sent as appropriate.

- 1. Campus Security Authorities** – Under the Clery Act, UHD must designate certain individuals as Campus Security Authorities (CSAs). These individuals must receive initial Campus Security Authority training and must also receive ongoing annual Campus Security Authority Training. CSAs include not only employees but certain contract employees and volunteers. Documentation of CSA training should be kept for a period of seven (7) years. CSAs can be identified by the following criteria:

- a.** A campus police department or a campus security department of an institution.
- b.** Any individual or individuals who has responsibility for campus security but who do not constitute a campus police department or a campus security department (e.g., an individual who is responsible for monitoring the entrance into institutional property).
- c.** Any individual or individuals who has responsibility for campus security but who do not constitute a campus police department or a campus security department (e.g., an individual who is responsible for monitoring the entrance into institutional property).
- d.** Any individual or individuals who has responsibility for campus security but who do not constitute a campus police department or a campus security department (e.g., an individual who is responsible for monitoring the entrance into institutional property). (The Handbook for Campus Safety and Security Reporting, 2016).

2. Training and Exercises

- a.** Emergency Management should focus not only on the Clery required annual exercise, but an increase in overall emergency preparedness for the university. This is developed through training, tabletop drills, department exercises, and full-scale exercises.

3. Enterprise Risk Management

- a.** Security risk should be considered in the overall risk profile of the campus. A central focus of managing this risk should be the development of a risk management program. This process should include the development of a hazard mitigation plan,

evaluation of the current funding level for security, and create a scalable financial support model that meets the needs of the campus in the future. A risk assessment conducted at a minimum of every five years is recommended for the institution.



X. RELATIONSHIP FOCUS

Having established security awareness and security reporting at the individual level, individuals cannot do it alone. Proper communication and coordination are essential to maintain campus security. This section will explore how relationships and groups contribute to overall safety. It also examines organizational structure.

A. Management of Teams and Committees

An integral part of the Security Master Plan for any campus includes the identification of potential threats to the safety of campus and the mitigation of those threats. This section of this report will address various teams and committees designed for these purposes and consider their operating structure, policies, best practices for implementation, and ways to increase overall effectiveness.

Teams to be reviewed are:

- Threat Assessment Team
 - Designed to review threats across campus and mitigate their risk
- Student Support Team
 - Designed to support at risk students and increase retention
- Police Advisory Team
 - Designed to provide ongoing advice to the police administration as a barometer of the university community
- Emergency Operations Center Team
 - Group ready to operate the campus during extended emergencies such as a hurricane
- Clery Compliance Committee (campuswide policy)
 - Group charged by the president of the university to ensure overall institutional compliance with the federal Clery Act and demonstrate appropriate administrative capability across the campus
- Global Safety / Risk Assessment Team – multiple groups have various views of UHD’s global presence. Recommend creating a team to share information and coordinate with

emergency management a full understanding of the UHD global footprint and protocols in the event of an emergency with a duty of care for the institution abroad.

- **Public Safety Budgeting** – Consider a global public safety budget so individual safety entities do not have to directly compete for funding sources. Examine the role of facilities and public safety in supporting emergency management functions and how the budget process could be streamlined. If a person in the grants office could be assigned a public safety focus, additional funding could be secured for emergency management operations.

B. Role of Human Resources in Threat Assessment Security

Based on the premise of Safety being a shared responsibility, the role of human resources in safety and security cannot be neglected. Human resources should ensure that thorough background investigations are conducted on all employees. In addition to pre-employment checks, there should also be a clearly defined fitness for duty program, with clear criteria of what triggers a fitness for duty and for the evaluation criteria. Publicizing resources available through the Employee Assistance Program can also help employees deal with mental health concerns and reduce the likelihood of violence. Campus Police and human resources should have a designated room as a high-risk termination area and plans should be in place for security personnel's response and coordination with HR in the event of a termination where there is concern of violence.

C. Crisis Management Team

Institutions must be prepared to effectively respond to and mitigate emergencies that occur on their campus that present a risk to the campus community. There must be a clear structure in place that identifies the responsibilities of individuals in emergency response. Being able to effectively operate at the strategic level as opposed to the individual task level is critical. A review of the operating structure of the crisis / emergency teams for efficiency and effectiveness is recommended.

D. Additional Emergency Considerations

1. **Specific Building / Departments** - While the Crisis Management Team is making decisions related to the overall university, first responders are operating in a response mode and are establishing incident command. The Incident Command System (ICS) will be utilized by public safety personnel in response to an emergency. This is operating separately from the Crisis Management Team. Additionally, within individual buildings and departments there should be coordination of action. Despite the best efforts of public safety personnel and the Crisis Management Team, there can be chaos in individual buildings unless those individuals have a coordinate response. Evacuation and Emergency Procedures have already been addressed, but it is also important to make sure that emergency signage is posted in each building and that there are building liaisons or building monitors, who have specialized training in the event of an emergency and can serve as a point of contact between the Crisis Management Team, public safety and building occupants.

2. **Terrorism and Bioterrorism** – Educational institutions and healthcare are two of the primary targets of terrorism and bioterrorism. The Campus Police Department and Environmental Health and Safety should keep current on incidents occurring globally and should ensure that security and compliance safeguards are in place to reduce the likelihood of such events on campus.
3. **Ransomware / IT Outages** – The IT department is no doubt preparing for a Ransomware incident; however, many institutions often do not consider the overall consequences if there is a Ransomware incident. How would a ransom be managed? What manual procedures and functionality would be available if key IT-based platforms are inoperable? It is recommended that ransomware drills be routinely conducted that focus on how the institution would operate for an extended period.

E. Disaster Recovery / Business Continuity

Many institutions conduct drills that focus on emergency incidents, such as active shooter or earthquake drills. This type of drill is great, but often the disaster recovery phase is neglected. Each campus and each building should have a business continuity plan (continuity of operations plan) that ensures that they have contingencies in place if normal operations and/or building occupancy is interrupted for an extended period of time. These plans should be reviewed and updated regularly based on the institution's overall risk management strategy.

F. Clery Compliance Committee

The Clery Compliance Committee is beneficial to ensuring compliance with the Clery Act. The Clery Act is an institutional responsibility, not a responsibility solely of the Public Safety Department. Recent findings and fines from the U. S. Department of Education has listed a lack of "administrative capacity" as the most common and critical violation of the Clery Act. The leadership of the institution and multiple departments must be supportive of Clery compliance, demonstrating an institution-wide level of engagement. One of the best practices is to have a multi-disciplinary Clery committee that focuses on ensuring compliance with Clery procedures that is charged by the president of the institution and usually chaired by someone from risk management or institutional compliance.

Title IX / Clery Coordination

Future guidance from the U. S. Department of Education is expected to focus on the coordination between Title IX and the Clery Act. In recent years, the convergence of the two areas has been a focus of program reviews in relation to the VAWA amendments. The Clery Committee should routinely coordinate responses in conjunction with the Title IX Coordinator to ensure a coordinated response. CSA and responsible employee overlap may also provide a training mechanism for compliance in both areas.

UHD may benefit from onsite Clery training to ensure institutional accountability, rather than focusing efforts on the public safety team. The Clery Committee would benefit from training and a Clery Act process review, particularly on the reporting requirements of Campus Security Authorities (CSAs) would be beneficial.

G. Biennial Security Review

The relationship between the Campus Police Department and the Campus Community should facilitate the flow of information. It is recommended that a safety survey be conducted on a biennial basis, to increase safety and security awareness, as conditions and concerns change over time. This can be done in alignment with accreditation requirements.

H. Verbal De-escalation Training

All police personnel and other administrators who may encounter individuals who are irate should be trained in verbal de-escalation skills. Knowledge of how to interact with irate individuals and how to de-escalate the situation can prevent a potentially violent incident from becoming more serious.

I. Structure of Public Safety Organization

As part of any analysis for a Security Master Plan, the structure of the organization is always examined. At different institutions, there are various reporting structures for the Campus Police.

Patrol supervision is a key focal point, and UHD should work to ensure there is an on duty watch commander at all times. Clery compliance would be one area that also should be examined. A position in equivalent status with the Title IX administration is typically what the Department of Education would look for in a Clery review.

With internal affairs investigation, the best practices in industry would be to separate the investigation and administration of the unit into an area within the department without direct supervision of the patrol function, where most complaints originate. Many departments have a professional standards division which incorporates internal affairs, background investigations, accreditation, and training.

The positioning and title of the Chief of Police should also be examined by UHD. With multiple areas besides the police team reporting to the chief, a position re-title may be warranted. Chief safety officer responsibilities are looked at by the Department of Education as a cabinet level responsibility, particularly if an athletics director or similar serves at that level within the organization.

At the time of this report, a formal review by Healy+ is underway of the department structure which should provide direct recommendations for optimizing the organizational structure and staffing levels.

Communication and coordination of the public safety teams as well as internal police teams is difficult and inconsistent with inadequate physical space for these teams. A committee should review spacing needs and explore alternatives for the location of the public safety groups to facilitate a more efficient working environment that is not separated and dispersed.

J. Emergency Management

The functions of emergency management may require additional structural authority from UHD in order to be most effective. Procurement is a challenge in the public safety area that requires the inefficient use of time of multiple individuals. If a procurement specialist existed for all the public safety teams, the procurement process could be streamlined and time applied to emergency management strategy could be gained.

In developing tabletop training and exercises, the SafeZone app could be utilized more effectively. Topics that should be considered involve a train derailment near campus and ransomware attacks.

K. Preparation for Protests

The protests that swept college and university campuses at the end of the Spring semester of 2024 have ended due to in part because the semester ended. Institutions should have used the Summer to discuss protests plans and to ensure that they know how to respond in the event of protests in the Fall. It should be noted that the existing Palestine / Israel conflict is still occurring. This coupled with Presidential campaigns creates a very volatile situation for protests. It is recommended that tabletop and/or simulated protests be conducted and that an operations plan template is developed.

L. ADA Students

Students working with the ADA office would benefit from greater use of the SafeZone platforms in areas such as emergency evacuation procedures and medical alerting. Coordination with the SafeZone “champion” to include training and user group management is recommended. Safety plans may also be incorporated into an individual user’s SafeZone account for a more specialized response to an alert.

M. Vendor Management

The access to the UHD campus by vendors poses a particular challenge. A specific security committee examining this issue in depth and exploring solutions from a technological perspective is recommended. While CCTV has increased in the area, managing the control of the facility from non-affiliated individuals is a concern. The Amazon Flex delivery drive program itself increases the risk to the UHD facilities.



X. PHYSICAL FACILITIES FOCUS

The physical facilities should also enhance safety and should be examined to ensure that there are no security breaches in the physical facilities. Cameras, alarms, access control and other software and hardware play a part in safeguarding facilities.

A. **CPTED (Crime Prevention Through Environmental Design)** - One of the most essential components of a campus is the Crime Prevention Through Environmental Design (CPTED) approach. A CPTED review includes examining lighting, physical barriers such as fences and gates, shrubbery and various other conditions that could either provide cover for a suspect, restrict access to campus and/or provide visibility. The basic principles of CPTED are that the environment impacts crime (Dudley, 2019). CPTED strategies have been shown to decrease crime by more than 60% in some instances (Cozens & Love, 2015 & Dudley, 2019). Four of the CPTED principles are Natural Surveillance, Natural Access Control, Territorial Reinforcement and Maintenance.

1. **Natural Surveillance** – Natural Surveillance is based on the principle that if someone is more likely to be seen, then they are less likely to commit a crime. A potential violator does not want to be apprehended and recognizes that visibility increases the chances of apprehension. This highlights the importance of well-lit and unobstructed areas. Generating open spaces, keeping shrubbery trimmed and keeping ample lighting all creates more visibility and reduces the potential for crime. Placement of windows, size of windows and window coverings are also a component of natural surveillance. A potential violator is less likely to commit a crime in a parking lot or an accessible area if there are multiple windows facing the area where the suspect can be seen by individuals inside the building.
2. **Natural Access Control** – Natural Access Control involves controlling spaces and limiting access. Controlling entrance points to parking lots and buildings, controlling entrances and exits to buildings, and the use of fences and landscaping funnels foot traffic and keeping areas more secure. For example, parking lots that have a fence or a row of low shrubs along the perimeter reduce the likelihood of crime because it means that individuals cannot easily enter the parking area, take an object from a vehicle, and then easily exit the parking lot. If they must enter by the entrance, they will be more visible and will not have as easy of an escape route as they would if they could enter and exit the parking lot in any area.
3. **Territorial Reinforcement** – Using building layouts, signage, interior designs, and landscaping can also help to prevent crime. For example, if there are multiple entrances to a building and there is complete access to the building, once inside, the likelihood of crime increases. Signage stating, “authorized personnel only,” counters, locked doors, secure areas are some of the features that reduce crime in buildings. This also includes signage on doorways and entrances that clearly indicate the building is UHD property also can reduce crime.
4. **Maintenance** – Areas that are orderly and well-maintained indicate a sense of ownership and create the belief that the institution cares about the area. This can also help reduce crime.

These principles are important to consider with the current environment but are also extremely critical to be considered early in the construction and renovation process.

B. **Night Walks** – At minimum once a semester, the Chief of Police should coordinate a night walk where students, faculty and staff come together to walk the campus at night in groups and look

for unsafe conditions, such as unsecured doors, lights that are out, overgrown shrubbery, and other hazards. A list of these conditions should be compiled, and they should be reported to the appropriate authorities. The Chief of Police should follow up with Facilities and other appropriate parties to ensure that the issues are addressed.

- C. **Surveillance Cameras** – It is recommended that all new buildings and renovations have cameras at all entry and exit points. It is also recommended that cameras are placed within all stairwells. New cameras should have Pan/Tilt/Zoom capabilities, so that security personnel can scan areas and zoom in on suspicious activities. A comprehensive camera system should be in place that ensures that the UHD Police can view entrances and exits, stairwells and outdoor spaces with quality cameras that can provide the identification of suspects. Cameras should be obtained that can be monitored in the Communications Center. The platform also should be cloud-based. As with many of these initiatives, it may not be financially possible to do them all at once. That is why the Security Master Plan covers a five-year period, to allow the institution to strategically and incrementally address security risks based on priority and a schedule. This phased implementation could take multiple years to fully implement. The police and electronic security teams should evaluate placement of CCTV cameras and prioritize areas to be covered. Prioritization of cameras should be based on the following criteria:
1. **Buildings** - Any buildings that do not have cameras or that have low quality cameras. Initial deployment of cameras should cover entrance paths, stairwells and main hallways.
 2. **Critical Areas within Buildings** – Locations within buildings with high-risk operations or with high-value equipment should be the next priority.
 3. **Parking Lots** – Parking lots should be the next priority.
 4. **Outdoor Spaces between Buildings / Walkways Paths** – Once buildings, critical areas and adjacent parking lots are covered, the next priority should be the outdoor spaces between buildings. These areas are often the most neglected.
- D. **Automated License Plate Reader Cameras** - It is also recommended that the number of Automatic License Plate Reader cameras be increased to set up a virtual perimeter around campus, allowing the Campus Police to determine which vehicles have entered and exited campus at any given time. This will be beneficial in the investigation of crimes.
- E. **Cameras on New Construction** – All new construction and renovations should have cameras installed at a minimum at each entry point and on each floor of each stairwell plus main hallways.
- F. **Secondary Emergency Operations Center** – A secondary emergency operations center should be considered in the event the primary EOC is inaccessible or compromised. Recommend exploring areas on the opposite side of the bayou, such as the Wellness and Success Center.
- G. **Access Control** – All exterior doors on new construction and renovations should have card access installed on all entry doors. It is much more efficient to incorporate security standards into the design phase than to attempt to retrofit buildings with security measures post-construction. The vestibule system is valuable when redesigning building access. Disparate systems should be

eliminated as funding allows. One overall access control system integrated with CCTV should be the goal for UHD.

- H. **Door Alarms on all New Construction** – All new construction and renovation should be equipped with alarms on all exterior doors. These alarms should be monitored by the Central Dispatch for UHD Public Safety. If a third-party alarm monitoring company is used, Central Dispatch should still be contacted on all alarm activations.
- I. **Parking lot maintenance** – Parking area maintenance should be planned and scheduled to ensure adequate funding and consistent repair. An emergency fund should exist in the event of unexpected flooding or other damage to parking facilities and lots. This should cover parking area cameras as well.
- J. **Access Control on Server Room Doors** – All server room doors should be secured with card access. This should be a priority, due to the importance of the functionality of the server rooms.
- K. **Generators** – With increased technology, there are more electrical functions in buildings than when they were originally built. All key buildings should be equipped with generators that are sufficient to perform the major functions in those buildings. Buildings with laboratories and safety equipment should be prioritized for reviews of generator capacity.
- L. **Fire Alarms / Fire Extinguishers** – It is the responsibility of the facilities team to ensure that all Fire Alarms are assessed in accordance with national fire safety recommendations. Additionally, all fire extinguishers should be routinely inspected and charged to ensure operation in the event of a fire
- M. **Security of Roof Access** – While conducting fire extinguisher inspections, personnel should also check roof access to make sure that roofs are secure.
- N. **Carbon Monoxide Alarms** – All buildings that present a risk of carbon monoxide leaks should have CO2 alarms installed.
- O. **Lighting for all Parking Lots and Pathways** – All parking lots and main pathways on campus should have sufficient lighting that it prevents potential violators from having a sufficient hiding place, and so that members of the campus community can be visible. All parking rows should have lighting that illuminates the parking areas.
- P. **Physical Address Challenges** – Facilities and the campus police should work with the City of Houston and the State of Texas to resolve the physical address challenges for campus buildings for the ease of first responder calls for service. As a temporary solution, the fire, ambulance, and additional law enforcement responders to campus should meet with campus personnel to

understand building locations and naming conventions. This is especially important for their new hires as part of an orientation program to understand the response to campus.

- Q. **GIS Display of Safety Resources** – An interactive map should be developed that shows where fire extinguishers, defibrillators and other safety devices are located in the event of an emergency.
- R. **Parking Log and Building Signage** – Consistent and uniform sign standards help to define the campus perimeter and will also serve as a deterrent to criminal activity,



XI. **TECHNOLOGY FOCUS**

Efforts should be made to identify technologies that can be used as a force multiplier and reduce reliance on personnel. As technology advances, it is important to plan and budget for technological advances that can provide better efficiency and security. Wages are increasing and security personnel are more difficult to hire and retain. Additionally, human error is a potential point of failure. Although security personnel will always be required, reliance on current technologies can increase security and efficiency.

Increasing the adoption of the SafeZone application across campus should be a focus of the community outreach function in the police team, as well as other supporting departments across campus with student services. SafeZone can also leverage indoor positioning capability through

Bluetooth technology. With the size and complexity of buildings like One Main, indoor positioning would help not only to quickly locate individuals in the event of an emergency but could also provide operational insights into police patrol patterns, floor by floor.

An area of focus in this section will be the enhancement of campus communications and infrastructure with an emphasis on:

- Evaluate the Effectiveness of the Mass Notification System
- Evaluate the radio receptions in all facilities
- Evaluate the current cellular reception on campus to include need for continuity of communications during a disaster
- Evaluate emergency management software needs
- Evaluation of the need for building wayfinding system; should there be digital wayfinding? Are current systems on third floor and ninth floor of One Main sufficient?
- Emergency generator system has capacity to include access control and CCTV systems. Pursue integrating them onto backup power.
- Construction or area remodel security needs – a security template should be created that ensures consistency in new construction or area remodel security needs such as access control, CCTV, and fire. A specialist project manager or consultant would be beneficial in reviewing the specs to ensure compliance with an institutional template mandate.
- If a CCTV camera fails, there should be a system in place to bring the camera back to full functionality as soon as possible. This would include maintaining a supply of back up cameras that can be swapped while repairs are underway.
- SafeZone system – SafeZone provides additional functionality that can be utilized by emergency management teams. The incident command system can be supported by SafeZone during campus evacuations or other emergencies. An internal “champion” with organizational authority and understanding of the technology should be given the purview to drive the use cases beyond the current status.
 - It may be possible to geolocate CCTV cameras in Salient and create an API of those locations into the SafeZone system. This would provide CCTV footage of SafeZone alert activations to the communications center or EOC.



EXTERNAL FOCUS

It is essential that members of the campus community are safe off-campus. This includes the cities surrounding campus as well as locations utilized by faculty, staff, and students around the world. To help keep students safe off-campus, institutions must have the technologies and communication systems in place. Institutions must also learn from peer institutions and from professional associations to stay current with best practices. The following are recommendations pertaining to external applications.

- A. **MOUs / Relationships with local police** – It is important to maintain mutual aid agreements / MOUs with local police agencies such as the Houston Police Department. Campus personnel should routinely meet with the local police departments that serve campus and facilitate the flow of information pertaining to criminal incidents that occur off campus, as well as Title IX incidents that occur off-campus and present a risk to the safety of members of the campus community. It is also important to ensure that radio interoperability is available and that there are clear methods of communication between campus police and the local police in the event of an emergency response. There will be times when there will be dignitaries, politicians, or other high-profile celebrities on campus. The Campus Police Department should also coordinate with local police on these incidents, and it is recommended that selected public safety personnel have Executive Protection Training.

UHD students utilize the facilities of the Lone Star College system. Lone Star and UHD are both SafeZone customers, so it would be in the interest of both organizations to join the SafeZone Alliance which facilitates a seamless use of the app on both campuses for each organization's students.

- B. **International Association of Campus Safety Administrators (IACLEA)** -IACLEA is a professional campus law enforcement organization that provides resources that will enable security personnel to stay current on trends and incidents that are occurring on other college and university campuses. IACLEA offers a message board for its membership, daily email notifications pertaining to incidents occurring in the campus law enforcement community. IACLEA also hosts webinars and training conferences for its membership. Membership in IACLEA is recommended for the Police Department.
- C. **Texas Association of College and University Police Administrators (TACUPA)** – TACUPA is a similar organization to IACLEA, but it includes only security and law enforcement administrators in the State of Texas. TACUPA has a conference each year that provides training and resources for campus administrators within Texas.

- D. **Association of Threat Assessment Professionals (ATAP)** – ATAP is an organization that provides professional training and resources related to the field of Threat Assessment.



XII. REGULATORY / COMPLIANCE FOCUS

The goals and strategies recommended in this section are based on the best practices, safety standards and state and federal legislation. It is important to identify which are regulatory and which are best practices. This will assist UHD in prioritizing efforts. The following chart lists all of the recommended goals and also lists whether or not it is required or is a best practice. In no way does this minimize the importance of best practices, as nothing is more important than the safety of the campus community. Additionally, the chart lists UHD's current progress towards each goal, strategy, and recommendation.

GOAL / STRATEGIES	Justification	Status
GOAL # 1 – Ensure Compliance with the Clery Act:	FEDERAL REQUIREMENT	
• Strategy 1A – Distribution of Daily Crime Log	Clery Act	Compliant
• Strategy 1B – Distribution of Annual Security and Fire Safety Report	Clery Act	Compliant
• Strategy 1C - Campus Security Authority Training	Clery Act	In Progress
• Strategy 1 D - Emergency Notifications / Timely Warnings	Clery Act / HEA	Compliant
• Strategy 1 E - Annual notification of Emergency / Evacuation Procedures	Clery Act	Compliant
• Strategy 1 F – Policy regarding crime reporting procedures	Clery Act	Compliant
• Strategy 1 G - Educational Programs reference Crime Prevention, Campus Security Procedures and Practices and Personal Responsibility.	Clery Act	Compliant
• Strategy 1 H - Sex Offense Education / Awareness Programs	Clery Act	
GOAL # 2 – Utilize Threat Assessment and Cares Team and internal partnerships to prevent violence and self-harm.	Best Practices	
• Strategy 2 A – Formation of Threat Assessment Team to prevent potential acts of violence.	Best Practices	Compliant
• Strategy 2 B – Provide Training for Threat Assessment Team	Best Practices	Compliant
• Strategy 2 C – Select and implement a threat assessment evaluation tool.	Best Practices	

<ul style="list-style-type: none"> • Strategy 2 D – Completion of a CARES Team to identify and provide resources to students who are experiencing mental health concerns. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 2 E – Identify a Threat Assessment Case Manager. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 2 F – Ensure thorough background investigation and criteria for denial of employment in pre-employment process. 	Best Practices	Compliant
<ul style="list-style-type: none"> • Strategy 2 G – Ensure a fitness for duty policy is in place within the police team with triggering events and criteria for return to duty. 	Best Practices	Compliant
<ul style="list-style-type: none"> • Strategy 2 H – Ensure Alcohol / Drug Testing policy is in place and enforced. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 2 I – Ensure designated room and procedures are in place for high-risk terminations. 	Best Practices	
GOAL # 3 – Ensure that all members of the Campus Community are prepared to respond to emergencies.	Best Practices	
<ul style="list-style-type: none"> • Strategy 3 A – Create on demand safety videos 	Best Practices	
<ul style="list-style-type: none"> • Strategy 3 B – Ensure Run/Hide/Fight Training for all members of the campus community is available. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 3 C – Promote the SafeZone ® Safety App for reporting incidents and communication during emergencies. 	Best Practices	Compliant
<ul style="list-style-type: none"> • Strategy 3 D – Prepare for Terrorism and Bioterrorism incidents. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 3 E – Ensure each building has a designated building liaison who is a resource for that building and can take a role in coordinating response during emergencies. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 3 F – Ensure that each building/ department has a Business Continuity / Continuity of Operations Plan. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 3 G – Ensure that all EHS personnel are checking for compliance with laboratory procedures and chemical hazardous material inventory/control/storage/disposal. 	OSHA Requirement	
GOAL # 4 – Ensure that UHD personnel are properly prepared to manage emergency and incidents. (Crisis Management)	Best Practices	
<ul style="list-style-type: none"> • Strategy 4 A – Review and update Crisis Management Protocols 	Best Practices	
<ul style="list-style-type: none"> • Strategy 4 B – Train Members of the Crisis Management Team on their roles and responsibilities 	Best Practices	
<ul style="list-style-type: none"> • Strategy 4 C – Conduct Emergency Annual Drills / Tabletops for Crisis Management Team and Campus Community 	Best Practices and Clery Requirement	

<ul style="list-style-type: none"> • Strategy 4 D – Ensure that there are exercises each year that test disaster recovery and continuity of operations (in addition to emergency response). 	Best Practices	
<ul style="list-style-type: none"> • Strategy 4 E – Ensure that members of the Crisis Management team and Campus Security are trained in the Incident Command System. 	Best Practices	
GOAL # 5 – Promote Safety and Security on Campus through use of Safety and Police Personnel	Best Practices	
<ul style="list-style-type: none"> • Strategy 5 A – Conduct an analysis of the structure of the public safety department and implement recommendations 	Best Practices	In Progress
<ul style="list-style-type: none"> • Strategy 5 B – Evaluate current security officer services 	Best Practices	In Progress
<ul style="list-style-type: none"> • Strategy 5 C – Establish Standards for Staffing / Personnel 	Best Practices	In Progress
<ul style="list-style-type: none"> • Strategy 5 D – Ensure that all Security Personnel, members of the Threat Assessment Team and other identified personnel are trained in verbal de-escalation. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 5 E – Biennial Security Survey administered 	Best Practices	
<ul style="list-style-type: none"> • Strategy 5 F – Use CriticalArc’s heat maps to ensure effective patrol patterns. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 5 G – Maintain MOUs or Mutual Aid Agreements with local law enforcement agencies 	Best Practices	
<ul style="list-style-type: none"> • Strategy 5 H – Ensure radio interoperability and communication with local Police Departments during emergencies. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 5 I – Incorporate additional mental health incident training for the police team and incorporate a broader offering as an introduction to other faculty / staff members. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 5 J – Identified staff from UHD Police are trained in executive protection. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 5 K – Ensure that plans and exercises are conducted in response to potential protests. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 5 L – Prepare a template for an operations plan to deal with protests on campus. 	Best Practices	
GOAL # 6 – Utilize Crime Prevention Through Environmental Design (CPTED) Principles to promote safety	Best Practices	
<ul style="list-style-type: none"> • Strategy 6 A – Ensure that all lighting is functional, and that overgrown shrubbery and other unsafe conditions are addressed. 	Best Practices	Compliant
<ul style="list-style-type: none"> • Strategy 6 B – Conduct Night walks each semester to identify unsafe conditions, lighting issues and other concerns and ensure these concerns are addressed. 	Best Practices	

<ul style="list-style-type: none"> • Strategy 6 C – Ensure personnel are certified in CPTED principals to assist with campus planning for building construction, remodel, or outdoor layouts. 		
GOAL # 7 – Utilize Technology to enhance security on campus	Best Practices	
<ul style="list-style-type: none"> • Strategy 7 A – Review Camera coverage and implement a cloud-based camera system that includes PTZ cameras in identified locations. 	Best Practices	Compliant
<ul style="list-style-type: none"> • Strategy 7 B – Standardize door systems to include vestibules 	Best Practices	In progress
<ul style="list-style-type: none"> • Strategy 7 C – Utilize Automated License Plate Reader cameras to create a perimeter around campus 	Best Practices	
<ul style="list-style-type: none"> • Strategy 7 D – All Server Room doors should have card access 	Best Practices	
<ul style="list-style-type: none"> • Strategy 7 E – Ensure all Fire Alarms are tested, according to requirements and that all fire extinguishers are inspected. 	Texas Fire Code	Compliant
<ul style="list-style-type: none"> • Strategy 7 F – Create a GIS display of all safety resources (fire extinguishers, defibrillators, etc. . . .) 	Best Practices	In Progress
<ul style="list-style-type: none"> • Strategy 7 G – Identify buildings at risk of carbon dioxide exposure and ensure that functional carbon dioxide detectors are installed. 	Best Practices	
GOAL 8 – Enhance Physical Security through maintenance and planning	Best Practices	
<ul style="list-style-type: none"> • Strategy 8 A – Ensure all generators are sufficient and are tested on a regular schedule. 	Best Practices	Compliant
<ul style="list-style-type: none"> • Strategy 8 B – Check roof access routinely to ensure that roof access doors are locked. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 8 C – Centralize key control and minimize the number of physical keys as part of the transition to card readers. 	Best Practices	In Progress
<ul style="list-style-type: none"> • Strategy 8 D – Maintain one database as an inventory of all keys and keep it updated. Turn off card access immediately when someone is no longer affiliated with the institution. 	Best Practices	Compliant
<ul style="list-style-type: none"> • Strategy 8 E – Replace any outdated / faded parking and building signage. 	Best Practices	
GOAL # 9 – Utilize Professional Associations to stay current and to provide access to training and resources.	Best Practices	
<ul style="list-style-type: none"> • Strategy 9 A – Texas Association of University and College Police Administrators (TACUPA) 	Best Practices	Compliant
<ul style="list-style-type: none"> • Strategy 9 B – International Association of Campus Law Enforcement Administrators Membership (IACLEA) 	Best Practices	Compliant

<ul style="list-style-type: none"> • Strategy 9 C – Association of Threat Assessment Professionals Membership (ATAP) 	Best Practices	
GOAL # 10 Integrate Security into Planning, Design, Construction and Facilities Operations	Best Practices	Required by institution
<ul style="list-style-type: none"> • Strategy 10 A - Implement Building Security Standard Operating Procedure 	Best Practices	
<ul style="list-style-type: none"> • Strategy 10 B - Evaluate Current Funding for Security and Develop a Scalable Financial Model for the future. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 10 C - All new construction and building renovations should include surveillance camera coverage at all entrances, stairwells, and hallways. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 10 D - All new construction and building renovations should have card access at all entrances. 	Best Practices	
<ul style="list-style-type: none"> • Strategy 10 E - All alarms and surveillance cameras are the responsibility of the Public Safety Department. Any Department or Unit desiring additional cameras or access control should coordinate with the Public Safety Department. 	Best Practices	
GOAL #11 Texas Commission on Law Enforcement Racial Profiling Report	State Law	
<ul style="list-style-type: none"> • Strategy 11 A – Ensure compliance with the Texas Racial Profiling Reporting law 	State Law	Compliant

Appendix A: Legislation

Federal Regulations

The following requirements have had significant impact on security efforts and resources on colleges and universities over the last decade:

The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act) requires universities receiving federal funds to formally disclose campus crime statistics and security information. The act was amended in 2008 as a direct response to the Virginia Tech incident:

- New categories in the list of hate crimes, which all institutions must disclose
- A disclosure of the relationship of campus security personnel with state and local law enforcement agencies
- Implementation and disclosure of emergency notification and evacuation procedures for all institutions
- Implementation and disclosure of missing student notification procedures for institutions with on-campus student housing facilities
- Fire safety reporting requirements for institutions with on-campus student housing facilities

The Campus Sexual Assault Victim Bill of Rights of 1992, an amendment to the Clery Act, requires universities to distribute, as part of the Campus Security Report, a statement regarding the following:

- Campus sexual assault prevention programs
- The procedures following sexual offenses
- Education programs aimed at preventing sexual offenses
- Possible sanctions imposed for sexual offenses
- Procedures for on-campus disciplinary action in cases of alleged sexual assault
- Notification of on- and off-campus counselling
- Mental health or other student services for victims of sexual offenses
- Notification to students that the institution will change a victim's academic and living situations after an alleged sexual offense and the options for those changes

Campus Sexual Violence Elimination Act (or Campus SaVE Act) is part of the **Violence Against Women Reauthorization Act of 2013 (VAWA)**. Under VAWA (effective March 7, 2014), colleges and universities are required to:

- Report domestic violence, dating violence, and stalking, beyond crime categories already mandated by the Clery Act
- Adopt certain student discipline procedures, such as notifying sexual violence victims of their rights
- Adopt certain institutional policies to address and prevent sexual violence on campus, such as training in institutional personnel in certain relevant procedures

The National Security Higher Education Advisory Board (NSHEAB), created by the Federal Bureau of Investigation (FBI) in 2005, has stated that one of its goals is to prevent the theft of sensitive research conducted at U.S. universities.

International Organization for Standards (ISO) 27002, Chapter 9, Physical and Environmental Security, established guidelines and general principles for initiating, implementing, maintaining, and improving information security management within an organization regarding physical security.

TCOLE Annual Racial Profiling Reporting Texas Occupations Code § 1701.164 specifies that TCOLE collect incident-based data in accordance with the [Code of Criminal Procedure Articles 2B.0051 – 2B.0059](#). Chief administrators of law enforcement agencies that meet the reporting criteria must submit racial profiling reports to ***their governing body*** and ***TCOLE***.

Each agency must file an online annual report by selecting and completing the reporting option that applies to their particular situation. Reports are filed online through [TCLEDDS](#). The reporting period for the **previous** year begins on January 1st and ends March 1st.

The Reporting options are:

1. **Exempt** - Agencies that do not make motor vehicle stops in the routine performance of duties must fill out the one page online exempt status report. The exempt status report contains agency contact information for the general public for questions about its racial profiling filing status. A comparative analysis is not required if reporting EXEMPT.
2. **Full Reporting** - Agencies that make motor vehicle stops must fill out the online racial profiling report. **The online report requires the completion of agency contact information for the general public and requires completion of both:**
 1. An **online form** about the numbers of motor vehicles stops made; and
 2. **Uploading a separate PDF Comparative Analysis document containing a statistical analysis of its motor vehicle stops compared to the gender and ethnic population of the agency's reporting area**. It must also contain a statement as to if racial profiling complaints were made against the agency and, if so, a listing of all racial profiling complaints and the corresponding resolutions. [Click here for more information](#)

Please be advised that failure to submit the required report within the designated reporting period may result in license action against the chief administrator, civil penalties against the agency, or administrative penalties against the agency. See [Code of Criminal Procedure Articles 2B.0055\(f\), 2B.0058\(a\)](#); [Texas Occupations Code § 1701.501\(a\)\(2\)](#); [37 Texas Administrative Code § 223.2](#).

For questions, please contact your agency's Field Service Agent. [Click here to find your FSA](#).

References

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