

# Campus Security Guidelines

Recommended Operational Policies for Local  
and Campus Law Enforcement Agencies





## A project of



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## In partnership with



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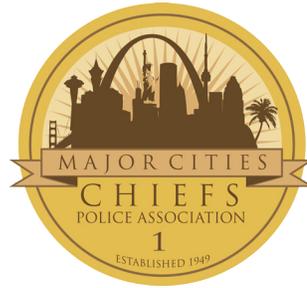


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In 2007, the Major Cities Chiefs (MCC) approached the Bureau of Justice Assistance (BJA) with a new and bold idea to address the rising violence on campus—increase the coordination between local and campus law enforcement to better protect students. With the safety and security of 15 million college and university students in America at stake, the need to act was clear.

MCC and BJA developed the **Campus Security Guidelines** in order to make a genuine difference in how law enforcement prevents, prepares, responds to and recovers from critical incidents on campus. The **Guidelines** are real operational policies, developed by the experts—local and campus law enforcement—that can be implemented across the nation.

We all agree that coordination among law enforcement agencies is complicated, but the unique challenges in the campus environment make coordination even more important. To secure the safety of students and faculty on college campuses, local law enforcement must partner with campus public safety departments through training and increased communications. Campus Security Guidelines empower local and campus law enforcement to do just that.

We commend the hard work, strong commitment and effort required to develop the Guidelines. Now is the time to act to protect America’s campuses. MCC and BJA are proud to present to you, **Campus Security Guidelines: Recommended Policies for Local and Campus Law Enforcement Agencies**.

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# Executive Summary

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Multi-agency coordination is always complicated for law enforcement, but when one of those agencies is responsible for safety on college campuses, there are unique challenges. In partnership with the Bureau of Justice Assistance, the Major Cities Chiefs (MCC) seek to address those challenges between local and campus law enforcement with these recommended guidelines. The *Campus Security Guidelines* provide law enforcement with recommendations to improve the ongoing relationships with campus public safety and major city police departments.

The *Campus Security Guidelines* represent a collaborative effort between local and campus law enforcement. The project began with a meeting to identify the major issues between local and campus law enforcement. Participants included police chiefs and command staff from major city police departments and campus chiefs from schools located in the same cities. At the meeting, representatives from local and campus departments were able to discuss the critical issues which need to be addressed to improve coordination. As a result of the ideas developed in this meeting, two surveys were created: the first was sent to every member city of MCC, the second to the campus public safety departments located in those cities. The surveys questioned the existing relationships, plans, and formal agreements. After the results of the surveys were compiled, representatives from local and campus law enforcement met again, this time to analyze the results and develop consensus for the recommended guidelines that follow.

The *Campus Security Guidelines* are organized in four sections:

- 1. Policies and Agreements**
- 2. Prevention and Preparedness**
- 3. Coordinated Response**
- 4. After Action**

The first section on formal policies and agreements provides guidelines for law enforcement to encourage the development of written policies and formal agreements between local and campus law enforcement departments. The second section presents guidelines to assist local and campus law enforcement in preventing and preparing for critical incidents on campus. The third section recommends actions law enforcement should take to carry out a coordinated response with multiple agencies. Finally, the last section provides law enforcement with guidelines to assist with the continued response and recovery period after the critical incident. By covering all facets of the relationship between local and campus law enforcement, it is hoped that this document can be of benefit before, during, and after a critical incident.



# Key Findings

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Some of the most important suggestions that resulted from this project are as follows:

1. ***Policies and Formal Agreements:*** *Local and campus law enforcement agencies should have both policies and formal agreements to define general and specific roles for all types of incident response.*
  - Policies assist local law enforcement in defining roles and enforcing a culture of respect and cooperation with campus public safety. For example, if a local law enforcement department has a policy describing the campus public safety chain of command and which officers have the authority to make decisions, this policy provides guidance to officers and highlights the authority of campus public safety.
  - Memoranda of Understanding (MOUs) should be developed to formalize responsibilities and protocol (i.e., an MOU on roles during critical incident response).
  - MOUs should be tailored to the needs of individual campuses in the jurisdiction. Local law enforcement should work with campus public safety in determining what issues need to be addressed in the MOUs.
  
2. ***Coordination Plans:*** *Local and campus law enforcement must coordinate with each other in order to be prepared to respond to critical incidents.*
  - Local law enforcement should designate a Campus Liaison Officer to serve as the primary point of contact with campus public safety.
  - Regularly scheduled meetings, joint training, exercises, and patrols on campus must take place to promote cooperation and prepare for critical incident response.
  - Local law enforcement and campus public safety should coordinate in developing, reviewing, and implementing emergency response and business continuity plans.
  
3. ***Interoperable Communications:*** *Local and campus law enforcement must find solutions to achieve interoperability.*
  - Local law enforcement should work with campus public safety to acquire the equipment necessary for interoperable communications between the agencies.
  - Local and campus law enforcement should address the governance issues with interoperability (i.e., identify a coordinator for law enforcement communications).
  - Campus public safety should be included in all planning sessions and exercises regarding interoperable communications in the region.
  
4. ***Potential Risks and Threats:*** *Local and campus law enforcement should work together to improve information-sharing and threat assessments in their jurisdiction.*
  - Local and campus law enforcement should collaborate to address potential threats on and off campus.
  - Law enforcement must be allowed to share records with other departments in order to fully evaluate potential threats.
  - Campus public safety must be included in area fusion centers and Joint Terrorism Task Forces as a means to share intelligence and information.



5. **Media and Public Relations:** *Local and campus law enforcement should plan and practice joint media and the public relations scenarios, as perceptions of competency and coordination are paramount during a critical incident on campus.*
- Preparation and plans should be made to work with the media before, during, and after incidents.
  - Messages released to the media should be coordinated between local law enforcement and campus public safety.
  - Local and campus law enforcement should reach out to members of the campus in order to build trust and improve relationships with students.

***“To secure the safety of students and faculty on college campuses, local law enforcement must partner with campus public safety departments through training and increased communications.”***

*—Former Director Domingo S. Herraiz, Bureau of Justice Assistance, U.S. Department of Justice*



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# Introduction: Campus Security in the Major Cities

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By their very nature, college campuses are open and accessible to all. Although this fosters an ability to learn, it also presents security challenges that must be addressed. The safety of more than 15 million college and university students is entrusted to campus public safety—sworn law enforcement personnel or other security providers.

Regardless of who is responsible for providing day-to-day security on campus, coordination and common operating procedures are vitally important among all responding law enforcement agencies. The need for coordination is evident every time multiple agencies respond to a critical incident. In order to manage the participation of law enforcement successfully, strong relationships must be built and maintained and planning must occur well in advance. Coordinating Federal, State, and local law enforcement cannot be done ad hoc.

The Major Cities Chiefs (MCC) represents the largest urban areas in the United States. These areas are home to many major colleges and universities, and the urban environment can present additional challenges to law enforcement such as higher crime areas, less defined campus property, etc.

Campus populations vary in size, thus creating an additional challenge when devising emergency plans. Campuses may be large and operate as a small city. Other campuses are small and require more support from local law enforcement. Protecting colleges and universities is different than traditional businesses or residences, because there is usually a public safety department located on campus. Because of this, coordination, training, and established policies are more important than ever.

In partnership with the Bureau of Justice Assistance, the Major Cities Chiefs seek to improve coordination and communication between local and campus law enforcement with these recommended guidelines. The *Campus Security Guidelines* provide chiefs and sheriffs across the nation with the ability to develop consistent policy and improve relationships with their campus public safety departments through best practices and recommended guidelines. MCC views the document as a proactive approach in addressing violence on campus and improving coordination with campus public safety departments.

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## Understanding Campus Public Safety

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Before local law enforcement can begin to improve coordination with campus public safety departments, there must be an understanding about the capabilities of these agencies. Public safety departments vary from campus to campus. While some departments maintain sworn officers with primary jurisdiction on campus and the powers of arrest and use of force, others are small departments with no sworn personnel and limited resources. Many city police departments have more than one college or university in their jurisdiction. Depending on population size and funding, each campus public safety department could be different at each university. Schools with limited funding need more help from the city police department, while larger campus public safety departments require less support.

Major city police departments should also understand the relationship between campus public safety departments and university administration and the potential limitation this creates for the campus public safety



director. By building relationships with campus public safety, local law enforcement can learn what capabilities departments have, what limitations exist, and how to fill gaps concerning campus security.

## **Developing the Guidelines**

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The *Campus Security Guidelines* resulted from a deliberative process that brought together MCC chiefs and representatives and their counterparts in campus security. These guidelines provide local and campus law enforcement with suggested practices to improve effectiveness and create a safer community on and off campus.

### **Project Goal**

Develop guidelines to help law enforcement be better prepared to work with their college law enforcement counterparts in a campus environment.

### **Guideline Process**

Representatives from local and campus law enforcement first met to discuss existing policies at the kickoff meeting conducted in Washington, DC in January 2008. Working groups focused on key policy issues to help formulate questions for a survey. The four key policy issues addressed by the *Campus Security Guidelines* are:

- **Coordination and Emergency Response Plans**
- **Media and Public Relations**
- **Communications**
- **Potential Risks and Threat Assessments**

The groups raised many key questions regarding coordination between major city police and campus public safety. Thirty-five (35) representatives from 18 major cities, including 13 campus public safety departments, and 4 Federal agencies attended the meeting.

Following the first workshop, a survey was conducted of major city and campus law enforcement agencies to provide an important measure of the formal and informal relationships that exist. The surveys were sent to 56 local departments and 177 campus public safety departments. The results of this extensive survey indicated that there was a great deal of disparity in the level of communication and coordination between MCC members and campus public safety. Some local law enforcement agencies have written policies and strong relationships with campus public safety, while others have infrequent contact.

At the second executive workshop in May 2008, results of the Campus Security Initiative Survey were analyzed by chiefs and command staff of both local and campus law enforcement. These groups developed recommended policies based on survey results and best practices.

### **Local Conditions Are Unique**

While the guidelines set forth in this document represent suggestions based on best practices, they are not set in stone. New ideas and alternatives should continually be added to this list of recommended guidelines.

These guidelines recognize that local law enforcement executives are ultimately responsible for public safety in the communities they serve. The project participants have sought to shape guidelines that will be both flexible and durable, so that local officials can quickly adapt to the unique requirements of the threat to their communities.

## **Campus Security Guidelines Categories**

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The guidelines begin with a section devoted to developing written policies and formal agreements with campus public safety



departments. Following this section, the guidelines have been arranged based on recommended actions before, during, and after critical incidents on campus. Throughout this document, guidelines are presented in order according to category or topic throughout the document with a brief description relating to the stage of the critical incident. At the end of each section, the guidelines are formatted in a chart following the same order seen in the text. A final chart of all the guidelines is located at the end of the document.

## Written Policies and Formal Agreements

Few local and campus law enforcement agencies have written department policies or formal Memoranda of Understanding (MOUs) or Mutual Aid Agreements. Many departments attribute this to the complicated process required to develop MOUs and policies. However, the departments that do have policies and MOUs believe these documents assist in improving both the formal and informal relationships among officers in both departments. The jurisdictions that have MOUs with campus public safety cover issues such as incident response, command control, and shared radio and communications systems. Every jurisdiction will have different MOUs based on the needs of the agency as well as local laws. These guidelines include topics to be addressed in an MOU or written policy and examples of existing policies and agreements.

## Coordination

Coordination between local and campus law enforcement agencies is challenging but essential for preventing and responding to incidents on campus. The guidelines offer suggestions to improve coordination, including a recommendation for local law enforcement to designate a Campus Liaison Officer to act as the primary point of contact

between the campus public safety department and local law enforcement.

The guidelines address coordination among local law enforcement, campus public safety, campus administrators, and Federal and State officials. Each of these groups has a role to play before, during and after critical incidents, and it is important for them to coordinate. Coordination must occur through regular meetings, joint trainings, and exercises. Participating in these activities prepares personnel for critical incidents and builds lasting relationships. Strong relationships lead to better communication and effective response to critical incidents.

## Interoperable Communications

Communications operability is a challenge for all law enforcement agencies, including local and campus law enforcement. Achieving interoperability with multiple agencies requires the coordination of procedure, technology, training, and governance. New technology for interoperable communications is available, but many campuses may not be able to afford the newest equipment because of budget constraints. The governance of interoperable communications (e.g., which agency is responsible for coordinating regional communications exercises) has been a huge challenge for all first responders. Addressing governance issues through well-developed relationships will help to overcome technological communications problems.

Interoperability is a major issue for first responders. There are several ongoing

### ***Interoperability...***

Is defined as public safety agencies being able to talk across disciplines and jurisdictions via radio communications systems, exchanging voice and data with one another on demand, in real-time, when needed and as authorized.



grant programs to assist first responders in achieving interoperability, but if campus public safety departments are not part of the conversation in interoperability planning, campuses will continue to be black holes for radio communications.

## Potential Risks and Threats

While it may be impossible for law enforcement to prevent all crime, better coordination and information sharing can lead to the prevention of criminal activity. Threats on campus come from many different sources, including large populations, research facilities, high-profile speakers, troubled students or faculty, and traditional crime. High-profile and large-scale events held on campus will draw in large crowds from the campus and the community, along with media attention.

Formal and informal channels need to be established to address potential threats, including both natural and man-made disasters. These guidelines address the role of law enforcement in conducting threat assessments, analyzing information on potential threats, and developing solutions to prevent critical incidents. Local and campus law enforcement must work together to address all of the threats on campus.

## Media and Public Relations

In the aftermath of recent school and campus shootings, law enforcement response is under more intense scrutiny by the media and the public. Coordinated media relations among all law enforcement agencies and university administration provide a level of assurance that the situation is being handled and is under control. A critical incident that occurs on campus must be viewed as a managed crisis.

Planning and working with the local and national media before an incident is important to gain trust and ensure that

accurate information is released. If the media knows prior to an event that local and campus law enforcement are working together, it will influence their view of the situation and could result in more positive reports during an event. Media attention will not go away during an incident, and a good relationship prior to a critical incident will help project a coordinated response—making a tough situation go smoother. Unprepared law enforcement can be easily overwhelmed by intense media attention. It is important that local and campus law enforcement work together and utilize the skills of Public Information Officers (PIOs). Trained PIOs have established media relationships that can prove beneficial at the time of a critical incident.

Despite the traditional view that college students and law enforcement do not always get along, it is extremely important that law enforcement work to gain the cooperation of students. Students must listen and learn from law enforcement about how to be prepared and respond to a critical incident. Both local and campus law enforcement must work to improve the relationship with students in order to provide a safe community on campus and in off-campus areas of the city.

## Mental Health Care and Prevention

One important note is that these guidelines are written primarily for law enforcement coordination, response, and recovery. Readers will notice there is little mention of preventing critical incidents through mental health prevention services. Providing appropriate mental health services to those suffering from mental illness must be addressed in order to secure campuses and minimize violent incidents. Law enforcement should collaborate with mental health providers to develop appropriate policy to protect those living, working, and learning on campus.



## **Roles and Responsibilities**

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The roles and responsibilities of local and campus law enforcement should be defined in order to coordinate the prevention, response, and recovery of critical incidents on campus.

For the purpose of this document, generic terms will be used for law enforcement agencies. MCC departments, sheriff offices, and other police departments will be referred to as local law enforcement. Campus police departments, public safety departments, and other security departments serving colleges and universities will be referred to as campus public safety. When referenced together, the term local and campus law enforcement will apply.

### **Local Law Enforcement**

The role of local law enforcement agencies varies from each campus depending on the capability of the campus public safety department. On campuses with sworn campus public safety officers, local law enforcement officers may have minimal patrol and response obligation. On campuses with security officers without powers of arrest, local law enforcement will maintain primary jurisdiction and have greater response obligations. Local law enforcement must know the duties officers are expected to complete everyday and during critical incident response.

### **Campus Public Safety**

The campus public safety department, specifically the chief or director, will take the lead on almost all issues and concerns related to security on campus. It will be the responsibility of campus public safety to request assistance from local law enforcement agencies.

## **Federal and State Agencies**

Federal and State agencies will play a role during and after a critical incident but not necessarily on a day-to-day basis. These roles should be established by campus public safety and local law enforcement in order to coordinate resources and responsibilities during an incident.

## **Conclusion**

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Following the tragedy at Virginia Tech in April 2007, safety and security on college and university campuses became a topic of increased public concern. MCC sought to address the unique circumstances that exist in major metropolitan campuses. By looking at issues such as planning, multiagency training, use of equipment, and media and public relations.

Formal and informal relationships are critical in coordinating response efforts before, during, and after critical incidents. Local law enforcement should reach out to campus public safety departments to develop these relationships. Solid relationships between a major city chief and the campus public safety director will make decision-making and policy discussions more effective. MCC hopes local and campus law enforcement use these recommended guidelines to improve coordination and enhance the response to incidents on campus.



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# Recommended Guidelines: Policies and Agreements

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Written policies and formal agreements are needed to eliminate confusion between local and campus law enforcement agencies. Written policies and formal agreements enhance cooperation and define procedures for a consistent response when incidents occur. Regardless of the size of the campus public safety department, local law enforcement should have written policies and formal agreements. These guidelines provide suggestions to local and campus law enforcement when deciding what policies or agreements will benefit the agencies and the citizens they serve.

***“Police chiefs and campus public safety directors have demanding jobs, but developing personal relationships and reaching out to each other to discuss policies is important. If the law enforcement executives display a good relationship, it will demonstrate to command staff and patrol officers that personal relationships are respected and encouraged. “***

*—Chief Thomas H. Streicher, Jr., Cincinnati Police Department*



# Policies and Agreements

## Written Policies

### Creating General Policies

- 1) *Local law enforcement agencies should have a basic written policy for each campus in the city*

Having a written policy that deals specifically with campus security sends the message that local law enforcement recognizes the importance of campus public safety departments. This policy should acknowledge the abilities of these agencies. It is important for local law enforcement to have formal and written policies in place that define who, what, where, and when for joint enforcement efforts with campus public safety.

### Extent of Policy

- 2) *A policy should include specific information regarding capabilities of each campus public safety department*

Additional detail may be needed for campuses with security forces rather than full service police departments. For example, if there are two campuses located in a city, one with a full service, sworn police department and one with a small security force with no power of arrest, the local law enforcement agency will have considerably different

responsibilities. Addressing the differences between these departments is important in responding appropriately when local law enforcement support is needed.

### Enforce Policies

- 3) *Police chiefs and command staff should encourage cooperation with campus public safety departments by enforcing written policies*

It is essential for the major city police chief and his command staff to set an example for officers by following and enforcing the policies. If a local law enforcement agency wants to improve coordination with campuses, it must start with senior command staff supporting a culture of cooperation with campus public safety officers.

### Training and Exercise

- 4) *Personnel should be taught the elements of the campus policy through field training*

During training, officers and command staff should learn about the policy and its components. Using a practical method to teach department policies will help officers use the policies during real situations.

#### **Spotlight – Seattle, WA**

Written policies serve as a way to define the local and campus roles during an incident. In a written policy agreement between the Seattle Police Department and the University of Washington, roles, responsibilities, and procedures are all described in great detail. While it is explained what the departments are to do during a situation, what not to do is also clear. The policy explains both departments' roles during life-threatening incidents, arrests, use of force, and civil disturbances along with procedures in carrying out follow up investigations. The university's chain of command is described and the policy provides information on who at the university has the authority to make decisions and what the authorization procedure is. With this formal agreement, Seattle Police are aware of their role during an incident on campus and can assist the University of Washington effectively and efficiently during an emergency.



# Policies and Agreements

## Review Policies

- 5) *Policies should be reviewed annually*

All written policies should be reviewed annually to account for changes in circumstances. This is especially important for policies dealing with campus public safety departments because the status and capabilities of campus departments can change often. If major changes take place in the structure or operations of a campus public safety department, it is important that the local department policy reflects these changes.

## Role of Police Department (PD) Campus Liaison Officer

- 6) *The PD Campus Liaison Officer should coordinate all aspects of developing, implementing, and reviewing policies with each campus in the jurisdiction*

The PD Campus Liaison Officer will be involved in all aspects of the written policies, from writing policies, to enforcing and reviewing policies. Also, the PD Campus Liaison Officer will act on behalf of the major city chief in ensuring other members of the department understand the importance of the policies.

## Developing Memoranda of Understanding (MOUs)

### Specific Topics

- 7) *Specific MOUs should be developed to deal with each campus public safety department's capacity and unique needs*

Local and campus law enforcement should evaluate the needs of each agency and then

determine what topics of MOU should be established. Individualized agreements for each campus will assist officers when dealing with unique situations on each campus. For example, campus public safety may agree to assist the local law enforcement in responding to in-progress crimes off campus because campus public safety responds faster to the immediate off-campus area.

### Foreseeing Need for MOUs

- 8) *Local and campus law enforcement should discuss specific events that may create the need for agreements*

MOUs are usually created after an incident in an effort to fix something that didn't go right. Trying to plan ahead for coordination issues will alleviate the need to fix a problem. Command staff from both departments should brainstorm to consider situations that should be planned before an incident. For example, the need for an MOU on incident command should be anticipated prior to critical incident response. Past events where local and campus law enforcement have worked together should be examined as well as best practices and lessons learned from other colleges and universities.

### Participants in Developing MOUs

- 9) *MOUs should be drafted by people who will carry out the MOUs (local and campus law enforcement command staff and patrol officers)*

Having those who will carry out the MOU involved in the writing process will assist in making the final agreement more realistic to the needs of officers on the street. Those who work daily with campus public safety departments will know what the needs are of the department.



# Policies and Agreements

## Role of the Police Department Campus Liaison Officer

- 10) *The PD Campus Liaison Officer should oversee MOU development*

As the primary contact between local and campus law enforcement, the PD Campus Liaison Officer should have an oversight role in developing MOUs. He or she can make suggestions on topics based on experiences in other parts of the city, assist in writing if necessary, and ensure the MOU progresses through city and campus legal channels.

## Role of Law Enforcement Executives

- 11) *Police chiefs and public safety directors should provide oversight of the MOU process and approval of the final product*

It is not necessary that law enforcement executives be involved in the daily task of drafting MOUs. However, chiefs and public safety directors should be aware of the process and review the outcome before the MOU is sent for approval by the city and campus legal departments.

## Information Included

- 12) *Roles and responsibilities of local and campus law enforcement should be defined in MOUs*

MOUs must be as detailed and clear as possible regarding which agency has responsibilities according to the agreement. MOUs must include the potential role of each agency during an incident. Those drafting MOUs are not always available later to clarify intent when the MOU is being used and questions develop. Clearly defined roles and responsibilities for all parties signing the

agreements must be included to minimize the need for interpretation.

## MOUs in Practice

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### During Training and Exercises

- 13) *Local law enforcement should review MOUs during training and exercises to ensure MOUs adequately address issues that might surface during a real incident*

MOUs generally reflect the procedures that are in place at the time they are written. Command staff and the training department should ensure that MOU issues and procedures are thoroughly tested and assessed during exercises and incident simulation. The PD Campus Liaison Officer should work with those developing training exercises to include these points.

### During an Incident

- 14) *During critical incidents, it is essential that local and campus law enforcement continue to follow MOUs*

Any agreements made should be followed closely by local and campus law enforcement during critical incident response. This is the time that it is most important to follow established procedure because any deviance could lead to injury or death. Each agency should follow their roles and responsibilities written in MOUs.

## Reviewing MOUs

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### Annual Review

- 15) *Review MOUs annually and make changes if necessary*

Local and campus law enforcement should



# Policies and Agreements

take time to review MOUs. This should be an agenda topic for the major city police chief and campus public safety directors' annual meetings. Generally, changes will not need to be made annually, but all parties should review the MOUs to ensure they are being followed as written.

## Following an Incident

- 16) *MOUs should be reviewed following a critical incident on campus*

MOU revisions should be considered by those who were directly involved with the incident if problems are identified. Those reviewing the MOUs should examine whether the MOUs were detailed enough to account for the needs of both law enforcement agencies. Following revisions, changes should be approved by chiefs and public safety directors.

## Recommended MOUs

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### Clarify Jurisdictional Authority

- 17) *An MOU should be written between local law enforcement and any campus public safety department to define jurisdictional authority*

Jurisdictions with confusing boundaries should develop MOUs to confirm which department has primary response to particular areas on or off campus. Some members of local and campus law enforcement may be unsure where campus public safety jurisdiction begins, especially at universities which encompass city streets. To eliminate any confusion for officers, a specific MOU can be drafted to specifically describe the campus jurisdiction. This MOU should be shared with all members of the district station which surrounds the campus.

### Expand Jurisdictional Authority

- 18) *An MOU should be written if both local and campus law enforcement agree the jurisdiction of campus public safety should be expanded beyond the campus*

Expanding the jurisdiction of campus public safety needs to be evaluated on a campus-by-campus basis. Campus public safety departments that are sworn, armed agencies can assist local law enforcement in patrolling off-campus areas, especially if those areas are primarily student housing. A formal agreement should be specific in defining whether campus public safety has the ability to continue across jurisdictional lines to aid during in-progress crimes.

### Communications Systems MOU

- 19) *Local and campus law enforcement agencies should have an MOU regarding communications equipment and governance*

There should be an MOU to adapt to changing communications technology. Communications technology changes rapidly and it is important to have formal agreements regarding equipment or governance separate from other MOUs. The MOU may need to be updated more frequently because of changing technology or changes to the governance structure, such as a new communication coordinator for the region. It will be easier to make these changes in a separate document. For example, an MOU allowing campus public safety to use a piece of equipment is not helpful if local law enforcement no longer owns that piece of equipment.



# Policies and Agreements

## Information-Sharing MOU

- 20) *Information-sharing procedures should be included in an MOU between local and campus law enforcement*

An MOU should be developed regarding what information can be shared between departments and what information is restricted. Federal law restricts sharing information relating to education records. Information-sharing MOUs can define what information is considered a “law enforcement record” and therefore eligible for exchange. An MOU addressing information-sharing procedure will assure local law enforcement that the campus public safety department will share records, within the limits of the law. It will also provide officers with clear guidance for information-sharing.

Although scheduling joint training and exercises is extremely important for coordination between local and campus law enforcement, it does not need to be addressed in a formal document. The exception is when one of the parties requires it because of the costs associated with planning joint training or liability issues. For example, a university might require a formal agreement if funds will be used for projects that are not exclusively open to campus employees. Another example is if the university liability policy requires non-campus employees to be covered if training or exercises are held on campus. The PD Campus Liaison Officer should work with campus public safety and university legal services to determine if formal agreements should be signed before local law enforcement conducts training or exercises on campus.

## Incident Command MOU

- 21) *Local law enforcement should have an MOU with every campus in its jurisdiction to address critical incident response*

Critical incident response should be planned including the resources provided by each agency. An MOU will provide agencies with the means to formally set the responsibilities of both agencies during incident response. In the event of a critical incident on campus, there will be no time to discuss who has responsibility. Relying on the MOU will ensure rapid and effective response.

## Joint Training and Exercises

- 22) *MOUs regarding joint training/exercises are not necessary unless either campus or local law enforcement requires a formal agreement to address costs or liability*



## Policies and Agreements: Recommended Guidelines

<b>Written Policy</b>	1	<b>Creating General Policies</b>	Local law enforcement agencies should have a basic written policy for each campus in the city
	2	<b>Extent of Policy</b>	A policy should include specific information regarding capabilities of each campus public safety department
	3	<b>Enforce Policies</b>	Police chiefs and command staff should encourage cooperation with campus public safety departments by enforcing written policies
	4	<b>Training and Exercise</b>	Personnel should be taught the elements of the campus policy through field training
	5	<b>Review Policies</b>	Policies should be reviewed annually
	6	<b>Role of Police Department (PD) Campus Liaison Officer</b>	The PD Campus Liaison Officer should coordinate all aspects of developing, implementing, and reviewing policies with each campus in the jurisdiction
<b>Developing Memoranda of Understanding (MOUs)</b>	7	<b>Specific Topics</b>	Specific MOUs should be developed to deal with each campus public safety department's capacity and unique needs
	8	<b>Foreseeing Need for MOUs</b>	Local and campus law enforcement should discuss specific events that may create the need for agreements
	9	<b>Participants in Developing MOUs</b>	MOUs should be drafted by people who will carry out the MOUs (local and campus law enforcement command staff and patrol officers)
	10	<b>Role of the Police Department (PD) Campus Liaison Officer</b>	The PD Campus Liaison Officer should oversee MOU development
	11	<b>Role of Law Enforcement Executives</b>	Police chiefs and public safety directors should provide oversight of the MOU process and approval of the final product
	12	<b>Information Included</b>	Roles and responsibilities of local and campus law enforcement should be defined in MOUs
<b>MOUs in Practice</b>	13	<b>During Training and Exercises</b>	Local law enforcement and campus public safety departments should review MOUs during training and exercises to ensure MOUs adequately address issues that might surface during a real incident
	14	<b>During an Incident</b>	During critical incidents, it is essential that local and campus law enforcement continue to follow MOUs
<b>Reviewing MOUS</b>	15	<b>Annual Review</b>	Review MOUs annually and make changes if necessary
	16	<b>Following an Incident</b>	MOUs should be reviewed following a critical incident on campus



## Policies and Agreements: Recommended Guidelines

<b>Recommended MOUs</b>	17	<b>Clarify Jurisdictional Authority</b>	An MOU should be written between local law enforcement and any campus public safety department to define jurisdictional authority
	18	<b>Expand Jurisdictional Authority</b>	An MOU should be written if local law enforcement and campus public safety agree the jurisdiction of campus public safety should be expanded beyond the campus
	19	<b>Communications Systems MOU</b>	Local and campus law enforcement agencies should have an MOU regarding communications equipment and governance
	20	<b>Information-Sharing MOU</b>	Information-sharing procedures should be included in an MOU between local and campus law enforcement
	21	<b>Incident Command MOU</b>	Local law enforcement should have an MOU with every campus in its jurisdiction to address critical incident response
	22	<b>Joint Training and Exercises</b>	MOUs regarding joint training/exercises are not necessary unless either campus or local law enforcement requires a formal agreement to address costs or liability

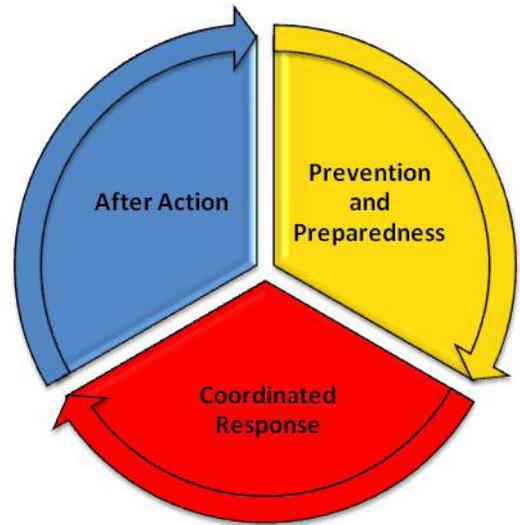


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# Planning for All Phases of Critical Incidents

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The *Campus Security Guidelines* address the three phases surrounding a critical incident: 1) prevention and preparedness; 2) coordinated response; and 3) after-action activities. Throughout the next three sections of the Guidelines, the color associated with the segment of the cycle will be used to distinguish the time period: pre-incident (yellow), during incident (red), and post-incident (blue).



## Prevention and Preparedness

Local and campus law enforcement must focus on prevention and preparedness initiatives for critical incidents on campus. Prevention decreases the need for response by taking appropriate steps to mitigate vulnerabilities, while preparedness builds and maintains the capability to conduct a rapid, coordinated, effective response during a critical incident. These Guidelines will assist local and campus law enforcement in building relationships in order to prevent a critical incident on campus and to prepare for the possibility that a multi-agency law enforcement response on campus “may be” or “when” required.

## Coordinated Response

Next, the Guidelines address the recommended actions to take during an incident. A proper response will follow emergency management plans and use the skills learned through training. Law enforcement must use the plans designed during the prevention and preparedness phase to effectively provide a coordinated response.

## After Action

Finally, the time after a critical incident is for recovering and reviewing response actions. During the recovery period, the campus must focus on resuming teaching and learning as quickly as possible. These Guidelines provide law enforcement with suggestions to manage recovery as well as recommendations to review the actions taken.

This cycle is completed when law enforcement is provided with lessons learned to help prevent and prepare for the next critical incident on campus.

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# Recommended Guidelines: Preventing and Preparing for Incidents on Campus

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Law enforcement must always be ready for critical incidents. If anything has been learned from recent natural and man-made disasters, it is to expect the unexpected. Criminal minds will continue to cause harm, severe weather will continue to cause new challenges, and technology will continue to be a burden and help at the same time. The *Campus Security Guidelines* will assist local and campus law enforcement to prevent critical incidents through increased information-sharing, while at the same time prepare local and campus law enforcement for a potential response to critical incidents on campus through joint training.

***“Through security initiatives, such as the safety training exercises with students and leadership team, and campus familiarity tours with our agency, the Seattle Police Department has established great partnerships with universities and community colleges to help make the campuses more safe and accessible to our officers and first responders.”***

*—Former Chief R. Gil Kerlikowske, Seattle Police Department*



## Coordination and Training

### Police Department Campus Liaison Officer

#### Designate a PD Campus Liaison Officer

- 1) *A designated PD Campus Liaison Officer should be assigned to coordinate between departments*

Every major city police department should have a single person to coordinate activities and act as a single point of contact for all campuses in the jurisdiction. Much like designating an officer to head homeland security or crime prevention efforts, the PD Campus Liaison Officer will have the most knowledge about current events and incidents on campus and will be the primary source of information for the major city chief and his or her command staff.

#### Responsibilities of PD Campus Liaison Officer

- 2) *The PD Campus Liaison Officer should coordinate all training and preparedness activities between local and campus law enforcement*

The PD Campus Liaison Officer must be aware of the nuances of campus security and understand how law enforcement on college campuses varies from college to college, even in the same city. The PD Campus Liaison Officer will act as a resource to all law enforcement in the region by: developing joint training exercises; ensuring proper communications are taking place; and coordinating responses to critical incidents on campus. MCC members should make their PD Campus Liaison Officers available to share best practices from city to city.

#### Reports

- 3) *The PD Campus Liaison Officer should compose and distribute all reports, as necessary, to police chiefs, command staff, or patrol officers*

In order to provide local law enforcement with up-to-date information, the PD Campus Liaison Officer will be responsible for submitting reports to the required members of the department. In addition the PD Campus Liaison Officer should also compile a quarterly report incorporating the news about all campuses in the jurisdiction. The report should be distributed to members of the

#### **Police Department Campus Liaison Officer**

Major city police departments are large organizations with vast areas of responsibility. Since campuses vary from schools with small security forces that need a lot of support from local law enforcement, to larger schools with sophisticated police forces, it is important for local law enforcement to regularly communicate regarding the needs of these campuses. The Police Department Campus Liaison Officer will act as the primary point of contact between local and campus law enforcement, arranging meetings, training activities, and other duties as necessary. Major city police departments should assign a commanding officer to this role. Agencies with multiple campuses in several districts may want to assign a liaison in each district. Existing relationships are essential to well-coordinated responses and the PD Campus Liaison Officer will fill this role.



department and to the various campuses in the jurisdiction in order to keep all campuses aware of current events and points of interest.

### Communications Between Local and Campus Law Enforcement

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#### Formal Meetings

- 4) *Meetings should take place in person (preferred) or through conference calls to keep local and campus law enforcement informed about current events*

Formal, structured, and scheduled meetings should fit with the specific needs of the local and campus law enforcement agencies. Meetings should be set on a regular basis, and attendees should be selected depending on current activities and priorities. Regularly scheduled meetings are a time to plan joint events and review emergency procedures. It is important to have an agenda to keep all parties on target and ensure priorities are discussed.

#### Informal Communications

- 5) *Informal communications, including updates, should be shared via email or posted on websites to keep officers informed of current events on or off campus*

Members of both local and campus departments at all levels should constantly communicate with each other through informal communications, including email, impromptu meetings, or during patrols. This constant communication ensures that both local and campus departments are coordinated and aware of changes within the agencies.

***“The strong relationship between the campus police department and Cincinnati PD exists because we communicate our needs to each other and follow up with action. Our officers rely on each other every day to keep the community safe both on and off campus.”***

—Chief Gene Ferrara, University of Cincinnati Police Department

### Meetings Between Local and Campus Law Enforcement

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#### Chief/Director

- 6) *At least once a year, the major city chief should meet with the campus public safety directors*

It is critical that the major city chief meets annually with campus public safety directors in order to gain familiarity with each other and address any policy issues. These meetings provide an example to command staff and officers that local law enforcement is a partner with campus public safety. Cooperation with campus public safety must begin with the chief. When planning annual meetings, the chief should consider inviting campus public safety directors from all campuses in the area to minimize the number of meetings, and also to build relationships among the campus public safety directors. Developing a culture of respect between city and campus officers must begin at the top.



## Prevention and Preparedness

***“We have been very proactive in coordinating our security efforts with our local colleges and universities, but it is clear that we need to make absolutely certain that everyone is on the same page.”***

*—Police Commissioner Richard Dormer, Suffolk County, NY*

### Senior Executive Command Staff

- 7) *Senior executive command staff should meet or communicate quarterly with campus public safety directors*

Since the responsibilities of the major city chief do not allow for constant involvement with campus public safety, it is appropriate to designate an assistant chief or another member of the major city chief’s executive command staff, as the campus public safety director’s equal. Quarterly meetings in person or conference calls should be set between the campus public safety director and the senior executive command staff representative. The purpose of these communications will be to review policies and discuss potential or existing MOUs. It should also be the responsibility of these representatives to ensure that proper communication down the chain (command staff and patrol officers) is taking place and to address any issues that may exist between local and campus officers.

### District Command Staff

- 8) *District command staff should meet or communicate weekly with the campus public safety director and/or command staff*

The day-to-day responsibility for coordinating with campus public safety rests with the district commanders. The district commander must communicate at least weekly with the campus public safety personnel in his or her district. The rank and personnel assigned to the campus public safety agency may vary depending on the size and structure of the campus force. Meetings are preferred, but may be unrealistic based on the daily responsibilities of all parties. However, at a minimum, a conference call should take place and emails exchanged regularly.

### Patrol Officers

- 9) *Instead of formal meetings, patrol officers should participate in cooperative activities (training, briefings, patrols, etc.) with campus departments on a regular basis*

Instead of arranging formal meetings between patrol officers of both local and campus law enforcement, officers should develop relationships through different activities such as training, exercises, joint briefings, and regular patrolling. Major city chiefs, campus public safety directors, and command staff should encourage these relationships either through mandatory participation or holding events at the same time and place. For example, officers may be required to take a particular course every year to maintain their commission as a police officer. If this course is offered jointly to city and campus officers, socialization will take place.



## Campus Information and Response Procedures

- 10) *The officers and command staff assigned to districts with campuses need to become familiar with the layout of the campus and tactical response procedures of campus public safety*

The district commander should know details of all businesses, schools, and organizations located within the district, including college and university campuses. Understanding the response capabilities of campuses in any type of critical incident is essential. In addition the district commander must act as an example to other command staff and patrol officers when it comes to treating campus public safety with respect and understanding the capacity of campus public safety departments located in the district.

## Reports

- 11) *After meetings between local and campus law enforcement, there should be a brief report submitted to the PD Campus Liaison Officer.*

Minutes should be taken of all meetings to indicate topics discussed. Having a written record of meetings will help participants recall discussions and will also assist those who were not able to attend the meeting but need the information. Copies of all minutes or a summary report should be provided to the PD Campus Liaison Officer whether or not he/she attended the meeting. This will ensure there is one central location for all meeting reports dealing with campus security.

## Communications Between Campuses

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### Campus Relationship

- 12) *The PD Campus Liaison Officer should establish relationships with all campus public safety departments in the jurisdiction*

The PD Campus Liaison Officer should establish relationships with all departments on the campus with whom the local police department coordinates with during critical incidents. Reaching out and establishing a relationship with different levels of the campus administration and public safety department will enable better communication and a faster response when necessary. Pre-existing relationships across all levels of the campus and local law enforcement will greatly improve safety on campus by ensuring the campus gets the support it needs from local law enforcement.

### All-Campus Meeting

- 13) *The PD Campus Liaison Officer should arrange a meeting of all campuses at least annually*

At least once a year the PD Campus Liaison Officer should conduct a meeting with representatives from all campuses. Annual updates and major changes to policies or staff changes can be reviewed at this time.

## Communications with Federal and State Officials

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### Identifying Roles

- 14) *The roles of Federal and State officials should be established formally*



# Prevention and Preparedness

Federal and State law enforcement agencies may also play a role in responding to critical incidents on campus. Therefore, it is important to identify their roles before an incident occurs. Local and campus law enforcement must plan and include Federal and State agencies to clearly lay out the roles of all potential players during and after an incident. The PD Campus Liaison Officer should work with Federal and State officials and keep them in contact with campus public safety.

## Meetings

- 15) *A meeting and an exercise should be held at least annually with representatives from Federal, State, local, and campus law enforcement*

At least once a year there should be a joint meeting of representatives from all relevant agencies in the area. In order to make this meeting productive, it should be accompanied by a brief exercise in which all attendees review their roles during a critical incident.

## Communications with University Administration

### PD Campus Liaison Officer Role

- 16) *The PD Campus Liaison Officer should meet jointly with university administration and campus public safety at least twice a year to share concerns and review successful events*

The PD Campus Liaison Officer should be the primary point of contact from law enforcement with university administrators. The PD Campus Liaison Officer should be careful about intervening in matters that are

the responsibility of campus public safety in dealing with campus administrators. But, that should not preclude an open line of communication and an awareness of the key administrators whose input would be needed in the event of a critical incident, especially on campuses with smaller public safety departments. If a university vice-president has a question for the local law enforcement, he or she will know to reach out to the PD Campus Liaison Officer, who can quickly find the right person with the answer.

## Chiefs and Administration

- 17) *The major city chief should develop a relationship with the campus law enforcement chief and university president and administration*

The major city chief should take advantage of opportunities to meet with the university president as they may periodically be present at city events. Establishing this relationship is important in setting an example down the line for positive university-campus law enforcement relations. Whenever a new major city chief, campus law enforcement chief, or new president comes on board, there should be an introductory meeting. Additional meeting topics might include:

- Basic security on campus
- Security off-campus affecting students and faculty
- Policies and procedures between local and campus law enforcement
- Limitations and areas of concern due to resources, personnel, MOU, etc.



# Prevention and Preparedness

## 9-1-1 Calls

### Recognizing Emergency Calls

- 18) *Dispatchers must be able to recognize calls for service on campuses and immediately transfer, if appropriate*

City dispatchers must have a familiarity with the entire city including streets and addresses on college campuses. They also must know the procedures for transferring calls to campus public safety or security personnel when appropriate.

### Emergency Call Protocol

- 19) *Local and campus law enforcement should develop procedures for notifying counterparts if one of the two agencies is responding to a call for service*

Protocol must be established between city and campus dispatch centers so city dispatchers know how to notify campus dispatchers of 9-1-1 calls for service on campus. In addition, city dispatchers must know if 9-1-1 calls are transferred automatically to campus dispatchers. These protocols will vary depending on the capacity of the campus public safety department and their ability to respond to emergency calls.

### Student and Faculty Notification

- 20) *Students and faculty should be educated on when and how to contact law enforcement in an emergency*

Most people never think about what number to call for help until the time comes to call. Simple literature during new student orientation or an occasional email reminder will assist local and campus law enforcement in creating awareness about the difference in

calling 9-1-1 from a cell phone or a campus line, or dialing the campus emergency number. In addition, students can be educated on providing adequate information to dispatchers when calling from campus.

## Joint Training and Exercises

### Building Relationships

- 21) *Joint Training should be used as a tool to develop skills and build/reaffirm relationships*

Joint training plays a significant part in preparing for the possibility of an emergency situation on campus. Joint training offers local and campus law enforcement an opportunity to build personal relationships as well as strengthen skills together. Sitting in the same classroom as equals learning the same subject matter will reinforce the policy of cooperation and respect between local and campus law enforcement.

***“This type of training exercise is the best preparation for a mass casualty event. The recent tragedy at Virginia Tech is a reminder to all public safety officials that we must remain vigilant and be prepared to respond at a moment’s notice”***

— Chief Cathy L. Lanier, Metropolitan Police Department, Washington, DC

### Patrol Officer Training

- 22) *Basic training that includes local and campus patrol officers should become common practice*

During training opportunities, local police officers can observe the skill level of campus public safety officers. Not only will training



# Prevention and Preparedness

## **Spotlight – Miami-Dade**

In July 2007 the University of Miami organized a joint training drill called Operation Sandbox. Over 300 first responders from 19 police and fire-rescue agencies took part in the drills along with 100 student volunteers. The purpose of the drill was to test interagency communications and response efforts. Simulations lasted all day with smaller exercises earlier in the day that progressively got larger. The drill was complemented by a tabletop exercise performed by the University's Crisis Decision Team who worked on critical decision-making during stressful events.

Supervisors were aware of the scenarios set for the day but were advised not to share information with SWAT teams and bomb squads thus leaving an element of surprise. Helicopters were sent to transport responding officers to different emergency simulations, police and fire rescue vehicles were on scene and a remote-controlled bomb defusing robot was used during the drill. Emergency responders worked together in locating and neutralizing threats, triaging victims and securing buildings. Medical personnel from local hospitals also participated in the drill.

Because of Operation Sandbox, the University of Miami and the surrounding emergency responding agencies have been able to create a comprehensive disaster plan and are now prepared to work together in the event of an emergency. The university and departments will continue to work on their incident response efforts and plan on participating in another drill similar to this in the future.

Because of Operation Sandbox, the University of Miami and the surrounding emergency responding agencies created a comprehensive disaster plan and are now prepared to work together in the event of an emergency. Chief David Rivero said "The exercise demonstrated that UM is highly prepared, along with our law enforcement partners, to handle anything."

together ensure that all officers working in a particular region learn similar procedures, but it will also eliminate the perception that campus public safety officers do not receive adequate training.

## **Critical Incident Response Training**

- 23) *Critical incident response training should be done jointly*

Although most campus public safety agencies regularly participate in critical incident response training, rarely does this training occur in cooperation with local law enforcement agencies. When reviewing joint training activities, local and campus command staff should ensure joint critical incident response training is a top priority.

## **Campus Training**

- 24) *Local law enforcement officers should train on campus with campus public safety officers to build cooperation between agencies*

Attending training courses on campuses in cooperation with campus public safety officers will send a signal to campus public safety that both agencies are partners in safety efforts. Local law enforcement should also be using the vast resources of the campus such as classrooms and space for drills.

## **Campus Drills and Exercises**

- 25) *Local law enforcement should conduct drills and exercises on campus in order to gain familiarity with buildings*



# Prevention and Preparedness

Drills and exercises on campus will serve the purpose of promoting unity, but more importantly, it will allow local law enforcement to study the physical layout of the campus. If the campus public safety department has primary jurisdiction on campus, it is possible local law enforcement won't drive on campus and get to know streets or buildings like they would on a city beat. Therefore inviting local law enforcement on campus is beneficial to all departments and will result in a more seamless response.

## Quality of Training

- 26) *Joint training and exercises between local and campus law enforcement should focus on quality rather than quantity of training*

Law enforcement officers spend a significant amount of time training. An unfortunate side effect of this is officers become disenchanted with training and rush to finish rather than focus on learning. Command staff should consider adjusting current training schedules to include joint training or exercises. Training and exercises should not be about checking a box, but should emphasize preparing for a critical incident.

## Joint Patrols

### Scheduled Joint Patrols

- 27) *Local and campus law enforcement officers should conduct joint patrols on a regularly scheduled basis*

Scheduled joint patrols will promote unity between departments, but also allow officers in both departments to get to know each other. Ideally, one officer from each local and campus department can work as a team. The team should take turns patrolling city

and campus streets to maximize cooperation between the departments.

### **Joint vs. Cooperative Patrols**

Patrols with both local and campus officers can help create a positive public image for law enforcement. These patrols should be on and off campus and may vary depending on the campus and availability of officers. In addition to arranging these patrols, local and campus law enforcement must decide what to call them. In order to emphasize that local and campus officers are equals, referring to joint patrols as cooperative patrols might reinforce the concept that both the agencies are partners with each other. The decision on what to call these patrols should be discussed by chiefs and command staff from both local and campus law enforcement.

## Campus Tours

- 28) *Campus public safety departments should provide tours of the campus to local law enforcement in order to familiarize them with the campus layout*

Campus public safety should offer local law enforcement the opportunity to take tours of the campus whenever new officers are assigned to the district or simply to reacquaint city officers with landmarks. During these tours campus officers can point out specific threats or places of concerns such as buildings with labs or areas on campus with higher rates of crimes.

## Patrols on Campus

- 29) *Local law enforcement should patrol on campus to become more familiar with the geography and resources on campus*



## Prevention and Preparedness

Local law enforcement should occasionally patrol on campus, accompanied by a campus officer. This will increase the local law enforcement officer's knowledge of streets, locations of buildings, and build an understanding of what is "normal" on campus. Law enforcement officers base their reactions on their experiences; therefore having a baseline understanding of normal activities on campus will assist the officers if they must respond to a critical incident.

### Patrols off Campus

- 30) *Campus public safety should patrol off campus to deter particular activities*

When campus public safety officers patrol off campus, they bring with them the power to enforce the "student code of conduct." This can be especially important to local law enforcement that has a problem with college students conducting unlawful activities off-campus. A particular offense, such as loud music, may receive a fine from the local law enforcement agency, but if campus officers are there, it also may result in an appearance before a disciplinary board. For more information, see the section on student code of conduct (page 40).

### Maps and Other Electronic Capabilities

#### Knowledge of Maps and Other Systems

- 31) *Local and campus law enforcement should communicate with each other about available resources, including digital maps or cameras with video access to certain areas on campus*

Having up-to-date resources is important, but if the resources are not shared with other law enforcement agencies prior to incidents, the benefit will be lost. At minimum, local and campus law enforcement should inform each other via the PD Campus Liaison Officer when new technologies are purchased or significant changes are made to existing resources. This will eliminate the need to scramble during a critical incident when the local law enforcement realizes the campus map is outdated.

### Paper Maps of Campus

- 32) *Current paper maps of the campus should be available to the local law enforcement patrol units, especially those working in districts surrounding campuses*

Up-to-date paper maps should be available to all officers working around a campus. If an officer cannot quickly locate a paper map, a replacement should be provided immediately. It should be the responsibility of the PD Campus Liaison Officer to issue updated maps if changes are made to campus.

### Electronic Maps of Campus

- 33) *Local and campus law enforcement should have maps of university campuses on their CAD systems with identification of building names*

In the age of technology, law enforcement should expect to have the best technology. Therefore an officer should never have to question where a university building is located because that information would be available electronically. Ideally, every officer in a city vehicle will have information about the campus and particular information about campus buildings on the CAD system. In addition to the location of buildings,



## Prevention and Preparedness

there should be specific information about the buildings. For example if an officer is responding to a call for help at a building, it would be helpful to know if that building has a lab located inside.

### Building Diagrams and Blueprints

- 34) *Building diagrams should be available to local law enforcement including details about the buildings (location of labs, etc.)*

It would be ideal for building diagrams to be available electronically. However if that is not possible, paper diagrams of buildings must be available to both campus and city officers. These diagrams must be stored somewhere accessible so when they are needed they are not locked in an office, but can be quickly brought to a command center.

### Diagrams of Tunnel Systems

- 35) *Campuses with tunnels should provide diagrams of the system to local law enforcement*

Tunnel systems are not always well known to the public, but are a source for potential threats. Local law enforcement should keep track of tunnel systems in the city, including those located on campus. Diagrams of tunnel systems should be quickly accessible to all law enforcement agencies.

### Interactive Mapping Software

- 36) *Local law enforcement should be aware if a campus has acquired an interactive software system*

Many schools, including colleges and universities, have purchased high quality software systems, which assist law enforcement with detailed maps and building

information during a critical incident. Local law enforcement should survey campuses to find out if any of these advanced software systems have been purchased and find out whether the system will be compatible with city equipment. It is also important for city officers to be properly trained on the system if there is a chance they will have to use it.

***“Our department works with many colleges and universities to develop and review response plans. Each drill and exercise must be unique to the campus that we are working with. We take into account the available resources and what each school is capable of during an emergency. This way, we are prepared for any emergency on any campus in our jurisdiction.”***

—Sheriff Lee Baca, Los Angeles County Sheriff's Department

### Surveillance Cameras

- 37) *A database with the location of public and private surveillance cameras should be created with access granted to both local and campus command staff*

Surveillance cameras are becoming a more popular tool in crime-fighting, especially in the private sector. Local and campus law enforcement should work together to locate surveillance cameras in and around the campus. In addition, permission should be sought from the private companies or government entity who own cameras for use during a critical incident.



# Prevention and Preparedness

## ***NIMS: What does compliance mean for campuses?***

The National Incident Management System (NIMS) provides a unified approach toward emergency response procedures and emphasizes preparedness, coordination, and mutual aid. Every emergency responder agency in the U.S. is required to be NIMS compliant. Training in NIMS identifies who is responsible for what and who is communicating with whom during an emergency.

According to the Federal government, campus public safety officers are not considered first responders, but NIMS training is recommended. Without any government enforcement, many schools, especially private schools, received inadequate NIMS training. In some cases, campus public safety departments received NIMS training, but administrators did not. Administrators use computer software to generate NIMS compliant emergency response plans, but do not understand the Incident Command System (ICS) the plan is based on.

Recently the Federal government began attaching NIMS compliance requirements to grant funds. Currently, any preparedness funding from any Federal agency requires the campus to either be NIMS compliant or actively pursue NIMS training for appropriate staff. Local law enforcement must assist campus public safety directors in encouraging all relevant officials to receive appropriate NIMS training.

## **Student Profiles and Photographs**

- 38) *Profiles or photos of students and faculty should be added to data available through campus public safety departments' CAD systems*

Campus public safety departments have access to personal information on students and faculty that can be helpful in identifying people during critical incidents. Adding photos of students and faculty to CAD systems will allow law enforcement to organize the resources available. Local law enforcement should be aware of any access campus public safety has to resources such as these.

## **Developing and Implementing Emergency Response Plans**

### **Role of Campus Public Safety**

- 39) *Campus public safety should be in charge of the development of the campus emergency response plan*

Developing an emergency response plan for a college or university takes specialized knowledge of potential threats and response capabilities. The campus public safety director or a member of the command staff is the appropriate person to lead the development of the campus emergency response plan, because they possess this specialized knowledge.

### **Role of University Administration**

- 40) *Administrators should participate in developing an emergency response plan to ensure campus priorities are represented*

It is important for members of various university departments, especially administration, to be included in the development of emergency response plans. University administration has a key role during emergencies, therefore it is vital to get their input during the development of a plan. The administration has a different focus than law enforcement and will assist in developing a more comprehensive plan.



## Role of Local Law Enforcement

- 41) *Local law enforcement should review and ensure the plan is consistent with other city response plans*

The PD Campus Liaison Officer should have an advisory role during the development of the campus emergency response plan. The PD Campus Liaison Officer can provide information about city services and provide additional insight from the law enforcement perspective.

## National Incident Management System (NIMS)

- 42) *Emergency response plan should be NIMS compliant*

To ensure a unified response, the campus emergency response plan must be NIMS compliant. All first responders, regardless of training, should respond based on the principles of Incident Command System (ICS) and NIMS. If the campus emergency response plan is NIMS compliant, first responders can follow ICS without knowing specifics of the plan.

## Sharing Emergency Response Plans

### Providing Emergency Response Plans

- 43) *At a minimum, local law enforcement should have copies of campus emergency response plans*

Local law enforcement agencies must have up-to-date copies of emergency response plans for all campuses in the jurisdiction. These plans should be kept in a centralized location (i.e., with the PD Campus Liaison Officer) and also kept at the local precinct or district command station where the campus

is located. The plans should be accessible to all officers to review. Local law enforcement should also provide copies of the local government emergency response plans to the campus.

### Access to Emergency Response Plan

- 44) *Local law enforcement should ensure campus emergency response plans are available to students, faculty, and other interested community members*

Well-written plans cannot be successfully implemented if student, faculty, and other community members do not have access to emergency response plans. In addition local and campus law enforcement should make a coordinated effort to inform city residents living both on and off campus about both the city and campus emergency response plans. Local and campus law enforcement should use community groups and student organizations to assist in this task.

### Sharing Emergency Response Plans between Campuses

- 45) *PD Campus Liaison Officer should gather and distribute emergency response plans for all city campuses*

The PD Campus Liaison Officer should provide copies of all campus emergency response plans to other campuses. Sharing the emergency response plans ensures consistent response by local law enforcement and allows campuses to learn from each other.



## Including Federal and State Officials

- 46) *Information on the planned roles of Federal and State officials should be included in the emergency response plans*

The emergency response plan should also account for the role of Federal and State agencies. Representatives should be invited to participate in the development and receive copies of the plan. The PD Campus Liaison Officer can provide updated plans for all campuses in the city to Federal and State officials.

## Exercising Emergency Response Plans

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### Table-Tops and Practical Drills

- 47) *Emergency response plans should be exercised through practical drills or table-top exercise at least once a semester*

Exercising emergency response plans allows officers to gain familiarity with individual roles and test for potential flaws prior to an incident. It is imperative the emergency response plan is drilled at least once a semester with all relevant parties participating. Campus public safety should seek the assistance of local law enforcement and other outside agencies to plan and conduct these exercises. Various types of emergencies should be tested during drills.

## Administration Training

- 48) *Local and campus law enforcement should work together to encourage campus administrators to take NIMS training and participate in exercises*

University administrators do not always understand the importance of training for emergency response. Local law enforcement must assist campus public safety in encouraging administration to take the appropriate NIMS courses and participate in semester exercises.

## Reviewing the Emergency Response Plan

- 49) *Plans should be reviewed annually by local and campus law enforcement*

Law enforcement should be proactive in keeping up with updated campus emergency response plans. Annual review should account for any major changes on campus, including construction projects. The PD Campus Liaison Officer should check with the campuses to see when this annual review takes place and get updated copies of the emergency response plan. The revised plan should be distributed after the review.

## Other Emergency Plans

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### City Emergency Response Plans

- 50) *The PD Campus Liaison Officer should check that colleges and universities are included in the city emergency response plans, especially for small schools which may need more assistance in an emergency*

Every city has emergency response plans, but depending on the capability of campus public safety, the campus may not be treated as a



priority during incidents that affect the entire city. It is important for all parties involved in developing the city plan to understand the capacity of campus public safety and emergency services. Many campuses have been identified as shelter or inoculation centers; therefore creating complementary city and campus plans is important.

### Business Continuity Plans

- 51) *Business continuity plans should be shared between local and campus officials and address the role of both agencies for restoration and recovery from an incident*

Business continuity plans have become popular tools for universities to plan for continuing education on campus in the event of a disaster. The business continuity plan should be complementary to the emergency response plan. Business continuity plans should be developed with the input of local law enforcement and compared with city-wide business continuity plans.

***“It is difficult to get students to participate in emergency alert systems because they do not want to give their cell phone information to campus police. Law enforcement must be creative in discovering ways to increase the sign-up rates, thus making the alerts much more effective.”***

—Chief Michael F. Lynch, George Mason University, Fairfax, VA

## Emergency Alert Systems

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### Multiple Systems

- 52) *Campuses should have multiple systems to alert students, faculty and staff of critical incidents on campus*

Campuses must have both high- and low-tech systems which can easily notify recipients about emergencies. Since students tend to be the most technologically-savvy group, it makes sense for college campuses to explore high-tech solutions. However it is important to remember that traditional notification systems, such as PA systems, may be most effective.

### Complementary Alert Systems

- 53) *Campuses should consult local law enforcement to acquire complementary alert systems*

The PD Campus Liaison Officer should keep track of what types of alert systems are being used by the city, campuses and other governmental organizations. If possible, campuses should consider using a system similar to the city’s or other campuses in an effort to reduce costs and provide efficient alerts.

## Using Alert Systems

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### Alert System Participation

- 54) *Local and campus law enforcement should encourage students, faculty, and community members to sign up for emergency alerts*

Emergency alert systems may diminish the effects of critical incidents; therefore it is important that students and faculty sign up for these systems.



# Prevention and Preparedness

## Promoting the Alert Systems

- 55) *Campuses should explain the purpose of the alert system to students and faculty and consider an “opt-out” policy for mandatory alerts*

There needs to be a joint effort by both local and campus law enforcement to educate students and faculty about the importance of signing up for alerts and to reassure participants that alerts will only be sent when absolutely necessary. Local law enforcement should support campus public safety efforts to adopt an opt-out policy on campus. Students and faculty will automatically be signed up for the alert system unless they specifically request to be excluded.

## Testing the System

- 56) *Test alert systems periodically to ensure successful application*

Campuses should test the systems occasionally to ensure proper function, but should be mindful of intruding on students and faculty. Local and campus law enforcement should consider using the alert system during training (about once a semester), in order to simulate an actual emergency and measure how long it takes emergency messages to be received compared to events taking place during a drill.

## Local Law Enforcement Notification

- 57) *Local law enforcement should be included on all campus public safety alert systems*

Local and campus law enforcement should have the option to send alerts on each other’s systems when necessary. For example, if campus public safety notifies

local law enforcement of an alert, local law enforcement can send an alert to community members who have signed up for the city alert system.

### **Emergency Alert and Notification Systems**

During an incident, it is necessary to quickly notify students, faculty, and staff, along with the off-campus community, of situations on campus. It is the campus’ responsibility in choosing the alert system, whether basic or high-tech, and local law enforcement should be aware of which alert systems are being used at each college and university in their jurisdiction.

Many schools already have emergency notification systems in place. However, students are reluctant to sign up for these alerts. Federal law recognizes the importance of these systems by requiring schools to have them, but without participation, emergency alert systems are not useful. Students are wary of signing up for alert systems, especially text or email alerts, due to fear of being bombarded with useless information. Local law enforcement should work with campus public safety departments to get students and faculty to sign up for emergency alerts and notifications.



## Communications Equipment and Interoperability

### Communications Equipment and Protocol

#### Achieving Interoperability

- 58) *Equipment needed to achieve interoperability should be identified according to available budget*

At a minimum, there should be some approach for local and campus law enforcement to achieve interoperability. Departments should start with the basics by taking advantage of any grants or available funds to help support interoperability efforts. Local and campus law enforcement should leverage all resources in the city when making decisions on interoperability.

#### City Radios

- 59) *Local law enforcement should provide at least one city radio to the campus communications center to monitor day-to-day activities*

When funds are limited and the campus cannot afford interoperable radios or a gateway, local law enforcement should provide a city radio to be kept at the campus public safety department. Campus dispatchers relay information back and forth between local and campus law enforcement through the city radio, thus creating some degree of communication between departments.

#### Radio Cache

- 60) *Local law enforcement should have a radio cache which can be shared with campuses during incidents*

Local law enforcement should create a radio cache in order to prepare for critical incidents and ensure that campus public safety has a way of communicating to local law enforcement in the event of an emergency. Radio caches should also be used for large scheduled events on campus.

#### **Understanding Communications Equipment:**

A radio cache is a reserve supply of radios, typically portables, for use during major incidents. Caches also include spare batteries, antennas, and carrying cases. Typically, radio caches are kept in storage until a specific deployment request is made.

Gateways are used in a number of ways to “patch” transmitted and received audio from one source to another. This allows transmissions to be heard across different frequency bands or proprietary systems. Gateways may be portable for use at an incident site; or fixed site gateways that allow connections between dispatch consoles and other audio sources across communications networks. Considered to be a cost effective way of achieving interoperability, gateways mean multiple campuses or departments can talk to one another.

Shared channels are those in which agencies share a common frequency band, air interface (analog or digital), and agree on the use of common channels. Shared channels are considered to be effective means of interagency communications in areas where users have the benefit of a common frequency band between their agencies.



# Prevention and Preparedness

## Gateways

- 61) *A gateway should be obtained for use in critical incidents between local and campus law enforcement who do not operate on shared channels*

The Campus Liaison Officer should determine whether a gateway is available for use during emergency communications with campus public safety departments. Law enforcement should decide whether they want to use the device to connect fixed radios or deploy it as a mobile radio.

## Shared Channels

- 62) *Shared channels/talk groups should be utilized if campus public safety and local law enforcement are on the same system*

If local and campus law enforcement are on the same frequency band, they should develop protocol to use shared channels in order to communicate. This protocol should be widely distributed amongst officers.

## Plain Language on Radios

- 63) *Local and campus law enforcement should develop a plain language protocol in order to effectively communicate*

Traditionally, departments communicate with each other through call codes. However, call codes in one jurisdiction or agency are not the same as those used in another. In order to lessen any confusion, departments should use plain language when communicating with each other. Using plain language gives departments the ability to communicate effectively without any misunderstanding or misinterpretation, which can potentially result in error. Using plain language during day-

to-day operations allows officers to become comfortable with interagency communication and prepares them for communication procedures during an incident.

## Regional Communications Plans and Exercises

### Including Campus Public Safety

- 64) *Ensure that campus public safety departments are included during urban area/regional communications plan development*

Recently, city departments have increased planning for regional interoperable communications. Campus public safety departments should be included when developing regional communication plans. This allows constant, open communication between all local and campus law enforcement agencies. Departments will be prepared to communicate during a critical incident.

***“Effective communications is a challenge between the campus and the local police because we don’t always have the necessary compatible equipment and/or an unwillingness to share a common radio frequency. We must resolve these issues in order to better coordinate our law enforcement efforts.”***

—Director Joseph Griffin, Northeastern University, Boston, MA



## Communications Exercises

- 65) *Local and campus law enforcement should exercise on interoperable communications procedure before an incident*

Local and campus law enforcement must conduct exercises using the equipment necessary to achieve interoperability. It is important to follow all protocol established for emergency communications. This helps familiarize responders with new equipment and improve performance during an emergency.

### **Spotlight: Combined Communications**

During an emergency on campus, interoperable communications between local and campus law enforcement is vital. Campus public safety will need to get in touch with local law enforcement when additional response is needed and should have communication procedures in place prior to an incident.

The Denver Police Department (DPD) and the University of Denver have a formal agreement explaining procedures for combined communications and patching university security officers in with Denver Police. A written step-by-step process explains how university security will get in touch with city police and how the decisions to patch the university through to city radios are made. Call signs are defined to help distinguish campus security from city police. Call codes are also defined for university officers so they can familiarize themselves with DPD codes and know what codes to use during communications with the city. The call signs and codes keep radio protocol consistent and lessen confusion when communicating.

The Cincinnati Police Department and the University of Cincinnati Police Department also have developed a formal agreement concerning communication between the two departments. Cincinnati police had excess space on the city CAD and allowed the university to network into it. The university now pays an annual fee to use the CAD system and is financially responsible for their software license, installation, maintenance, and support. They must also produce their own CAD files and make sure that these files are accurate and do not conflict with city files.



## Potential Threats and Risk Assessment

### Identifying Potential Threats

#### Involving Campus Community

- 66) *Local and campus law enforcement should encourage people on campus, as well as in the community, to report individuals exhibiting strange or threatening behavior to law enforcement*

Recognizing and reporting strange behavior is the key to preventing critical incidents caused by mentally unstable individuals. Building trust with students will improve the number of reports provided to law enforcement. Local law enforcement must support campus public safety in partnering with mental health providers on campus to identify individuals exhibiting signs of mental instability and develop a program for students and faculty to easily report threats.

#### Workplace Violence

- 67) *Encourage cooperation between local and campus law enforcement to provide training to faculty and staff on recognizing threatening behavior in the workplace*

Like other private businesses, campuses are workplaces for professors, administrators, staff, plus service personnel who maintain buildings, food service, and cleaning services on campus. Local law enforcement should provide campus public safety with training and ideas given to other private businesses on how to prevent workplace violence.

***“Law enforcement must have access to student records and actively share this information between agencies. If officers can identify threatening behavior early and work together with various departments on campus, as well as other law enforcement to address threatening behaviors, potential violence can be avoided.”***

—Director Donald Enloe, University of Denver

#### Mental Health Policy

- 68) *Local or campus law enforcement should be present in meetings regarding mental health policy and be informed about the campus mental health referral processes*

The law enforcement perspective on mental health policy will likely be very different from mental health providers. In order to include the enforcement and protective aspect of a campus policy, either a campus or local law enforcement representative needs to take part in these meetings.

#### Labs and Hazardous Materials

- 69) *Local and campus law enforcement should have the location of labs and a list of hazardous chemicals in those labs on their CAD systems*

Campus public safety is responsible for the safety of the community, but may not be aware of all the dangers located on campus. The safekeeping of chemicals and hazardous materials generally belongs to another safety



organization on campus. In order to prepare to respond at a scene where chemicals are located, labs should be listed on CAD systems with types and quantities of high-value chemicals they house.

### Chemical Inventory

- 70) *Campus public safety should have access to campus inventory of high-value chemicals and have policies in place to provide this information to local law enforcement if necessary*

Students and faculty working with chemicals and other hazardous materials have the ability to order potentially dangerous substances. Campus public safety should have records available to them if they suspect unlawful intent. Local law enforcement should have some knowledge of what chemicals are present on campus and the ability to request records from campus public safety if these records are needed for a criminal investigation. If available, local and campus law enforcement should receive training in responding to situations with chemical or hazardous materials.

#### **Spotlight: Terrorism in Schools**

In September 2004, a middle school in Beslan, Russia, was taken hostage by armed rebels who terrorized their captives inside the school's gym with concealed weapons and wired explosives. Of the 1,100 hostages, nearly 400 were killed, including 100 children. Local and campus law enforcement should be more aware of the possibilities of terrorist threats to schools in the United States, including colleges and universities.

## Threat Assessments

### Conducting Assessments on Campus

- 71) *A multi-disciplinary team should be used to conduct threat assessments on campus*

Campus public safety should lead a team of faculty and staff to conduct assessments of risks and threats to campus. This broad-based approach will use the resources of various departments at the university and produce comprehensive results.

### Threat Assessments of Individuals

- 72) *Local law enforcement should be involved in assessments of individuals, especially if the encounter took place off campus (e.g., commuter students)*

Local and campus law enforcement must coordinate together when students who live off campus appear to be a threat to the safety of the community. It is important that both departments share as much information as possible about the student in order to provide the assistance needed and to avoid a critical incident.

### Behavioral Assessment Teams

- 73) *Behavioral assessment teams on campuses should include law enforcement representatives*

Campuses across the country have teams of faculty, staff, and mental health providers who review profiles of campus members reported as potential threats to themselves or others. It is essential that representatives from law enforcement are included in these teams. Since those individuals may also pose a threat to the surrounding community, law enforcement provides a balanced perspective



# Prevention and Preparedness

and advice on keeping the campus safe. Generally campus public safety will provide an officer to serve on this team, but local law enforcement should be aware these teams exist on campuses.

## Involving Local Law Enforcement

- 74) *Local law enforcement should participate in threat assessments on campus*

Depending on the capacity of the campus public safety department, local law enforcement should assist with threat assessments, by providing advice or conducting the assessment. For example, if the campus public safety department does not have the ability to conduct an assessment, local law enforcement should take the lead to ensure the assessment is conducted properly.

## Sharing Potential Threats and Assessments between Agencies

### Law Enforcement Records

- 75) *Local and campus law enforcement should be educated on the definition of “law enforcement records” and what the definition means for sharing information*

Privacy laws limit the information that can be shared from health or educational records. (For more information see sections on HIPAA and FERPA.) If law enforcement classifies a record as a “law enforcement record” it can be shared between law enforcement agencies to assess threats. Therefore, all officers who deal with potential threats on and around campus should be aware of the consequences of NOT deeming a particular report a “law enforcement record.”

## Policies and Procedures

- 76) *Local and campus law enforcement should establish and follow procedures for sharing information*

Procedure should be established to share information both informally (through phone calls or exchange of information during joint patrols) and formally (through written reports, emails, or formal correspondence). This will eliminate the question of whether information is allowed to be shared in a certain manner.

## Sensitive Information Sharing

- 77) *Campus public safety should receive sensitive information from local law enforcement that impacts the campus*

Regardless of the status or capability of the campus public safety department, local law enforcement must provide information relevant to potential threats on campus. Since campus public safety has the most familiarity with the campus, including students and faculty, they must be prepared to recognize an escalating threat.

## Fusion Centers

- 78) *Campus public safety should be given a seat at the area fusion center and share information openly with other law enforcement agencies*

As a law enforcement agency in the area, a member of the campus public safety department should have a seat at the regional fusion center. Campus public safety can keep other agencies apprised of threats on campus, but also assist Federal, State, and other local agencies with threats and crimes in the jurisdiction.



## Prevention and Preparedness

### **Student Code of Conduct**

At every college and university, there are certain behavioral expectations and rules to be followed by students. These expectations are usually spelled out in the student code of conduct and must be agreed to by every student. More frequently, the rules of the code of conduct are not limited to the actions of students on campus. Even when students leave campus for different living arrangements or entertainment, they are expected to continue to follow the university's code of conduct.

This is a powerful tool for law enforcement to use to help keep disorder caused by students to a minimum. Most colleges and universities require students to abide by a code of conduct to remain in good standing. If a student violates the code of conduct, generally he or she will have to appear before a disciplinary board. An array of consequences may follow including losing scholarships and financial aid. For example, if students have an off-campus party and the police are called several times for noise violations, a simple fine may be issued. However, if students know they will receive a fine from the city as well as additional punishment from the university, they will be more likely to abide by university and city regulations.

public safety and may result in a violation of the student code of conduct, the added penalty may deter students from engaging in unlawful behavior.

### **Incident Reports**

80) *Local law enforcement should add a check-box on their incident reports to indicate university affiliation*

Having a simple check box on an incident report will remind officers to ask about university affiliation and make tracking the incident reports easier. Repeated encounters with local law enforcement may suggest a greater threat that law enforcement should investigate.

### **Off-Campus Students**

81) *Local law enforcement should have a policy to track students involved in incidents off-campus*

Local and campus officers should work together to identify places where students tend to live in order to effectively respond to criminal behavior that may occur off-campus. This is an effective way to maintain a consistent record of students who consistently cause trouble on and off campus and who may pose a serious threat.

## **Off-Campus Incidents**

### **Student Code of Conduct**

79) *Campus public safety should inform local law enforcement about university code of conduct policies and the consequences for students*

A violation of the student code of conduct may affect a student's position at the college or university. If students are aware that actions off-campus are reported to campus



### Security for High Profile/ Large Scale Events on Campus

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#### Assessing Threats at Large Scale Events

- 82) *Local law enforcement should review threat assessments for large scale events conducted by campus public safety*

Large-scale events on campus can pose a variety of threats. Although local law enforcement might provide staff to assist in security, the coordination of the security plan is the responsibility of the campus public safety department. District commanders should be in communication about the upcoming event and plan for resources requested or needed in case of an incident.

#### Providing Security

- 83) *Campuses should use local law enforcement officers as much as possible to supplement staff support*

Local and campus law enforcement should make prior arrangements to use city services during large scale events. Local law enforcement officers will be more familiar with the campus and have more training in responding to a critical incident on campus. In addition, large scale events can be viewed as practice for a real critical incident.

#### Including Other Agencies

- 84) *Outside law enforcement agencies (Federal or State) should be included in planning*

Federal and State law enforcement probably won't participate in a routine large-scale

event. However, if the event becomes a critical incident, Federal and/or State officials may respond. Therefore local and campus law enforcement must plan on Federal and State assistance. It is important to have roles assigned; otherwise the pre-planning by local and campus law enforcement may be disregarded.

#### Media Attention

- 85) *Local law enforcement should consider the amount of media attention on a high profile event*

Large scale events may be attractive targets because of the existing media attention. For example a Saturday afternoon football game between rival schools will draw thousands of fans and journalists. Local law enforcement should consider the appeal of media attention when planning and assessing potential threats to large-scale events.



## Prevention and Preparedness

### ***Spotlight - Threat Assessment Teams***

Many colleges and universities all over the United States have developed threat assessment teams or are in the process of developing them. These teams are comprised of university administrators, campus public safety department personnel, counseling services staff, and local law enforcement. Those who are a part of the threat assessment team are to be knowledgeable and also hold authority in making decisions.

The purpose of the threat assessment team is to analyze sensitive information regarding a troubled individual and to assess whether or not there is a threat. If it is determined that a threat does exist, the team is to develop a response plan. Threats will come from students, faculty, and staff, and the threat assessment team should stress how important it is for the campus community to report at-risk or threatening behavior of an individual. The university should train residence-life on how to recognize potential at-risk behavior, because they are more likely to have a closer relationship with students on campus.

When the threat assessment team receives tips, they must decide whether or not to follow through and must act quickly and accordingly. Teams should gather data through a centralized database to create a historical record and to track changes. Information collected should include: criminal, court, and driving records from all jurisdictions where the individual has lived, interviews with friends, associates and neighbors, and if possible, a direct interview with the individual. Interviews with the at-risk individual can be conducted by someone from the threat assessment team or a third party (i.e., plain-clothed officer, representative from the department where the threat originated, head of Office of Student Conduct, etc.). Once all information has been collected, it should be reviewed by the team who should then assess a level of risk and determine a course of action.

The threat assessment team must reassess and manage the situation even if an incident has been diverted. The data collected can serve as an early warning for any future problems, and once a record is established, any later reports can show whether or not a pattern is developing. Teams can also choose to proactively reassess an individual by looking at any negative signs, such as academic performance or social standing. Teams can also seek out people who know the individual and ask about any changes in their behavior.

The purpose of the threat assessment team is not only to protect others from potential violence but also to protect the at-risk persons and prevent them from harming themselves.



## Media and Public Relations

### Planning and Working with Local Media

#### Building Credibility with the Media

- 86) *Educate the media on the existing relationship between local and campus law enforcement*

Negative media stories often happen because there has been a misunderstanding or an incorrect perception by a journalist. Local and campus law enforcement need to promote joint training and exercises, enhanced communications, and pre-planning efforts in order to demonstrate to the media the existing relationships and coordinated law enforcement activities. Building this relationship will help journalists understand the actions of both departments during an incident on campus.

#### Reporting to the Media

- 87) *Establish policies and procedures for reporting to the media*

Like plans for tactical response, there needs to be a clearly developed plan for media response to a critical incident. The PD Campus Liaison Officer should take the lead to determine WHO does the reporting, WHEN the information is reported, and WHAT information is released. This should be repeated for multiple scenarios citing specific examples of critical incidents

#### Briefings

- 88) *Hold regular briefings to build relationships with media*

Major city police chiefs and command staff regularly meet with members of the media to discuss ongoing issues in the city. This creates an open relationship and builds trust between the media and law enforcement. Campus public safety directors should model this relationship if not doing so already by reaching out to the reporters covering the campus. One example is holding regular “off the record” briefs with local media.

#### Talking Points

- 89) *Local and campus law enforcement should determine who will be responsible for writing talking points*

The time during a critical incident will be fast-moving and it may be difficult to assign tasks during this time. When planning for media attention, the PD Campus Liaison Officer and the campus public safety director, in coordination with university public relations, should decide together who will be responsible for writing talking points during the incident.

#### Developing Consistent Messages

- 90) *Consider developing consistent sets of information prior to the event taking place*

Although every incident requires unique information relayed to the media, having certain standard parts of messages already written may save time when preparing media advisories or press releases. Public Information Officers (PIOs) from local law enforcement should work with campus PIOs and university public relations to develop these pre-determined messages.



## Developing Protocol for Public Information Officers

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### Campus Public Information Officers

- 91) *Local and campus law enforcement should define the role of the campus PIO and identify a specific spokesperson for campus public safety*

Campuses have the benefit of a university relations department; therefore campuses often rely on the university spokesperson to report to the media during critical incidents rather than a campus public safety PIO. The PD Campus Liaison Officer should work with the university to identify at least one officer to serve as a PIO during critical incidents in addition to the university relations spokesman.

### Public Information Officer Relationships

- 92) *Local and campus PIOs should establish a relationship prior to event/incident*

Local law enforcement has highly qualified PIOs who are trained and prepared to talk to the media. The local law enforcement PIOs should work with and offer training assistance to campus spokespersons to prepare for intense media attention. On some campuses, the local PIOs can even offer to stand in for campus PIOs when events on campus warrant.

### Other Campus PIOs

- 93) *Other campus PIOs should establish relationships coordinated by the PD Campus Liaison Officer*

The PD Campus Liaison Officer should arrange for all campus PIOs in the area to meet regularly. At these meetings, the PIOs can discuss techniques or strategies, and also learn about the resources available through the local PIOs.

## Preparing Officers for Media Attention

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### Including PIOs at the Command Center

- 94) *PIOs should be included in exercises and drills with local and campus law enforcement*

When planning drills and exercises, PIOs should always be invited to participate. It may also be helpful to have campus PIOs attend city training to observe city PIOs in action.

### Training for Media

- 95) *Campus PIOs should hold mock press conferences with local law enforcement PIOs to prepare for media attention*

As a part of training, campus PIOs should hold full-scale mock press events. Local law enforcement PIOs can either substitute as the actual media representatives or real media can be invited to observe the training. Campus PIOs can use the opportunity to promote the local and campus law enforcement relationship as well as gain some practice reporting to the media.



### Building a Positive Law Enforcement Image on Campus

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#### Perception of Campus Safety

- 96) *Local and campus law enforcement should work with students to improve the image of both departments*

While students often form a negative perception of law enforcement, they may have even less respect for campus officers. Campus public safety has the image of being “rent-a-cops” or not “real” law enforcement. Local law enforcement must assist campus officers in educating the students about the capabilities of campus public safety.

#### Law Enforcement Relationships

- 97) *Local and campus law enforcement should promote positive working relationships during student orientations by being present to discuss campus safety and security*

It is beneficial when campus public safety officers make presentations at new student orientation or when they are given the opportunity to reach out to students to discuss security. The benefit is increased if members of the local law enforcement working in the off-campus area join the campus officers. This show of unity shows students that law enforcement efforts are in sync, regardless of the agency. The PD Campus Liaison Officer should reach out to campuses to arrange these visits.

#### **Spotlight – Los Angeles, CA**

Many colleges and campuses are now coordinating massive police training drills in preparation for large incident response efforts. Some schools are using these exercises on campus as an opportunity to show the students, staff, and community the cooperative nature between multiple law enforcement agencies.

On August 5, 2008, the University of California Los Angeles (UCLA) police department, along with SWAT teams from Los Angeles Police Department (LAPD) and the FBI, participated in a large-scale joint drill on the campus of UCLA. In order to notify the campus community about their incident response drill, UCLA sent out a flyer to faculty and students giving them explicit details on what the drill would entail and what to expect on campus. This flyer served two purposes: 1) to ensure no one panicked and thought a real critical incident was occurring; and 2) to promote this cooperative exercise among three major law enforcement agencies.

Multiple agencies worked together at an abandoned dorm on campus, responding to a mock exercise drill that included two shooters, injured students, and hostage scenario. First responders were given details when they arrived at the scene in an effort to keep the scenario as realistic as possible. The drill tested capabilities of each agency and also how to see was the departments would work together during a large-scale critical incident similar to that of Virginia Tech.

Following the drill, a press conference was held with participants from all law enforcement agencies and even the mayor of Los Angeles participated. This sent a strong message to the public – the City of Los Angeles is committed to ensuring campus safety is a priority.



## Prevention and Preparedness

### Outreach

- 98) *Local and campus law enforcement should produce joint outreach materials and distribute them to the community, both on and off campus*

Fliers, pamphlets, and any other forms of notices to inform students about safety and security, both on and off campus, are productive. Students learn tips for safety and the notices provide the positive prevention side of law enforcement.

### Community Policing for Students and Faculty

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#### Interns and Student Police

- 99) *Local and campus law enforcement should offer internships and student programs to give students an opportunity to work with the police departments and familiarize themselves with police work*

One way to help students understand law enforcement is to invite them to be a part of the agency. Both local and campus law enforcement agencies should offer internships for students at local colleges and universities. These internships can be for credit which assists the budgets of the departments, but also gives students an important insight. Students who participate as interns can reach out to their fellow students and provide positive experiences in working with law enforcement. For example, local and campus law enforcement should offer “ride alongs” with officers to demonstrate to students the challenging job officers have.

### Volunteer Groups

- 100) *Recruit student and faculty volunteers*

One way to involve students in making the community safer is to create a neighborhood watch group on campus. These groups will assist campus public safety in patrolling campus neighborhoods and help students get home safely at night. Much like traditional neighborhood watch groups, the members can be expected to provide a positive image of law enforcement and share this image with others in the community. Involving students in protecting the campus is a sure way to improve the public image of local and campus law enforcement. The more time students spend with officers, the more they will understand that most officers do not want to act as stand-in parents but are simply enforcing the law.

### Tip Lines/Hotlines

- 101) *Make plans for a university tip line/hotline to be used to relay information to outside community (i.e., parents and friends of students, media, etc.)*

A tip line/hotline can be used during a critical incident to inform and answer questions. Staffing the tip line/hotline with student volunteers is an excellent way to provide assistance and information to the community members.



## Prevention and Preparedness: Recommended Guidelines

<b>Police Department Campus Liaison Officer</b>	1	<b>Designate a PD Campus Liaison Officer</b>	A designated PD Campus Liaison Officer should be assigned to coordinate between departments
	2	<b>Responsibilities of a PD Campus Liaison Officer</b>	The PD Campus Liaison Officer should coordinate all training and preparedness activities between local and campus law enforcement
	3	<b>Reports</b>	The PD Campus Liaison Officer should compose and distribute all reports, as necessary, to chiefs, command staff, or patrol officers
<b>Communications Between Local and Campus Law Enforcement</b>	4	<b>Formal Meetings</b>	Meetings should take place in person (preferred) or through conference calls to keep local and campus law enforcement informed about current events
	5	<b>Informal Communications</b>	Informal communications, including updates, should be shared via email or posted on websites to keep officers informed of current events on or off campus
<b>Meetings Between Local and Campus Law Enforcement</b>	6	<b>Chief/Director</b>	At least once a year, the major city chief should meet with the campus public safety directors
	7	<b>Senior Executive Command Staff</b>	Senior executive command staff should meet or communicate quarterly with campus public safety directors
	8	<b>District Command Staff</b>	District command staff should meet or communicate weekly with the campus public safety director and/or command staff
	9	<b>Patrol Officers</b>	Instead of formal meetings, patrol officers should participate in cooperative activities (training, briefings, patrols, etc.) with campus departments on a regular basis
	10	<b>Campus Information and Response Procedures</b>	The officers and command staff assigned to districts with campuses need to become familiar with the layout of the campus and tactical response procedures of campus public safety
	11	<b>Reports</b>	After meetings, there should be a brief report submitted to the PD Campus Liaison Officer
<b>Communications Between Campuses</b>	12	<b>Campus Relationship</b>	The PD Campus Liaison Officer should establish relationships with all campus public safety departments in the jurisdiction
	13	<b>All-Campus Meeting</b>	The PD Campus Liaison Officer should arrange a meeting of all campuses at least annually
<b>Communications with Federal and State Officials</b>	14	<b>Identifying Roles</b>	The roles of Federal and State officials should be established formally
	15	<b>Meetings</b>	A meeting and an exercise should be held at least annually with representatives from Federal, State, local, and campus law enforcement



## Prevention and Preparedness: Recommended Guidelines

<b>Communications with University Administration</b>	16	<b>PD Campus Liaison Officer Role</b>	The PD Campus Liaison Officer should meet jointly with university administration and campus public safety at least twice a year to share concerns and review successful events
	17	<b>Chief and Administration</b>	The major city chief should develop a relationship with the campus public safety chief and the university president and administration
<b>9-1-1 Calls</b>	18	<b>Recognizing Emergency Calls</b>	Dispatchers must be able to recognize calls for service on campuses and immediately transfer, if appropriate
	19	<b>Emergency Call Protocol</b>	Local and campus law enforcement should develop procedure for notifying counterparts if one of the two agencies is responding to a call for service
	20	<b>Student and Faculty Notification</b>	Students and faculty should be educated on when and how to contact law enforcement in an emergency
<b>Joint Training and Exercises</b>	21	<b>Building Relationships</b>	Joint Training should be used as a tool to develop skills and build/reaffirm relationships
	22	<b>Patrol Officer Training</b>	Basic training that includes local and campus patrol officers should become common practice
	23	<b>Critical Incident Response Training</b>	Critical incident response training should be done jointly
	24	<b>Campus Training</b>	Local law enforcement officers should train on campus with campus public safety officers to build cooperation between agencies
	25	<b>Campus Drills and Exercises</b>	Local law enforcement should conduct drills and exercises on campus in order to gain familiarity with buildings
	26	<b>Quality of Training</b>	Joint training and exercises between local and campus law enforcement should focus on quality rather than quantity of training
<b>Joint Patrols</b>	27	<b>Scheduled Joint Patrols</b>	Local and campus law enforcement officers should conduct joint patrols on a regularly scheduled basis
	28	<b>Campus Tours</b>	Campus public safety departments should provide tours of campus to local law enforcement in order to familiarize them with the campus layout
	29	<b>Patrols on Campus</b>	Local law enforcement should patrol on campus to become more familiar with the geography and resources on campus
	30	<b>Patrols Off Campus</b>	Campus public safety should patrol off campus to deter particular activities



## Prevention and Preparedness: Recommended Guidelines

<b>Maps and Other Electronic Capabilities</b>	31	<b>Knowledge of Maps and Other Systems</b>	Local and campus law enforcement should communicate with each other about available resources, including digital maps or cameras with video access to certain areas on campus
	32	<b>Paper Maps of Campus</b>	Current paper maps of campus should be available to all local law enforcement patrol units, especially those working in districts surrounding campuses
	33	<b>Electronic Maps of Campus</b>	Local and campus law enforcement should have maps of university campuses on their CAD systems with identification of building names
	34	<b>Building Diagrams and Blueprints</b>	Building diagrams should be available to local law enforcement including details about the buildings (lab locations, etc)
	35	<b>Diagrams of Tunnel Systems</b>	Campuses with tunnels should provide diagrams of the system to local law enforcement
	36	<b>Interactive Mapping Software</b>	Local law enforcement should be aware if a campus has acquired an interactive software system
	37	<b>Surveillance Cameras</b>	A database with the location of public and private surveillance cameras should be created with access granted to both local and campus command staff
	38	<b>Student Profiles and Photographs</b>	Profiles or photos of students and faculty should be added to data available through campus public safety departments' CAD systems
<b>Developing and Implementing Emergency Response Plans</b>	39	<b>Role of Campus Public Safety</b>	Campus public safety should be in charge of the development of the campus emergency response plan
	40	<b>Role of University Administration</b>	Administrators should participate in developing an emergency response plan to ensure campus priorities are represented
	41	<b>Role of Local Law Enforcement</b>	Local law enforcement should review and ensure the plan is consistent with other city response plans
	42	<b>National Incident Management System (NIMS)</b>	Emergency response plan should be NIMS compliant



## Prevention and Preparedness: Recommended Guidelines

<b>Sharing Emergency Response Plans</b>	43	<b>Providing Emergency Response Plans</b>	At a minimum, local law enforcement should have copies of campus emergency response plans
	44	<b>Access to Emergency Response Plan</b>	Local law enforcement should ensure campus emergency response plans are available to students, faculty, and other interested community members
	45	<b>Sharing Emergency Response Plans between Campuses</b>	The PD Campus Liaison Officer should gather and distribute emergency response plans for all city campuses
	46	<b>Including Federal and State Officials</b>	Information on the planned roles of Federal and State officials should be included in the emergency response plans
<b>Exercising Emergency Response Plans</b>	47	<b>Table-Tops and Practical Drills</b>	Emergency response plans should be exercised through practical drills or table-top exercises at least once a semester
	48	<b>Administration Training</b>	Local and campus law enforcement should work together to encourage administration to take NIMS training and participate in exercises
	49	<b>Reviewing the Emergency Response Plan</b>	Plans should be reviewed annually by local and campus law enforcement
<b>Other Emergency Plans</b>	50	<b>City Emergency Response Plans</b>	The PD Campus Liaison Officer should check that colleges and universities are included in the city emergency response plans, especially for small schools which may need more assistance in an emergency
	51	<b>Business Continuity Plans</b>	Business Continuity Plans should be shared between local and campus officials and address the role of both agencies for restoration and recovery from an incident
<b>Emergency Alert Systems</b>	52	<b>Multiple Systems</b>	Campuses should have multiple systems to alert students, faculty, and staff of critical incidents on campus
	53	<b>Complementary Alert Systems</b>	Campuses should consult local law enforcement to acquire complementary alert systems



## Prevention and Preparedness: Recommended Guidelines

<b>Using Alert Systems</b>	54	<b>Alert System Participation</b>	Local and campus law enforcement should encourage students, faculty, and community members to sign up for emergency alerts
	55	<b>Promoting the Alert System</b>	Campuses should explain purpose of the alert system to students and faculty and consider an opt-out policy for mandatory alerts
	56	<b>Testing the System</b>	Test alert systems periodically to ensure successful application
	57	<b>Local Law Enforcement Notification</b>	Local law enforcement should be included in all campus public safety alert systems
<b>Communications Equipment and Protocol</b>	58	<b>Achieving Interoperability</b>	Equipment needed to achieve interoperability should be identified according to available budget
	59	<b>City Radios</b>	Local law enforcement should provide at least one city radio to the campus communications center to monitor day-to-day activities
	60	<b>Radio Cache</b>	Local law enforcement should have a radio cache which can be shared with campuses during incidents
	61	<b>Gateways</b>	A gateway should be obtained for use in critical incidents between local and campus law enforcement who do not operate on shared channels
	62	<b>Shared Channels</b>	Shared channels/talk groups should be utilized if campus public safety and local law enforcement are on the same system
	63	<b>Plain Language Radios</b>	Local and campus law enforcement should develop a plain language protocol in order to effectively communicate
<b>Regional Communications Plans and Exercises</b>	64	<b>Including Campus Public Safety</b>	Ensure that campus public safety departments are included during urban area/regional communications plan development
	65	<b>Communications Exercises</b>	Local and campus law enforcement should exercise on interoperable communications procedure before an incident



## Prevention and Preparedness: Recommended Guidelines

<b>Identifying Potential Threats</b>	66	<b>Involving Campus Community</b>	Local and campus law enforcement should encourage people on campus, as well as in the community, to report individuals exhibiting strange or threatening behavior to law enforcement
	67	<b>Workplace Violence</b>	Encourage cooperation between local and campus law enforcement to provide training to faculty and staff on recognizing threatening behavior in the workplace
	68	<b>Mental Health Policy</b>	Law enforcement should be present in meetings regarding mental health policy and be informed about the campus mental health referral processes
	69	<b>Labs and Hazardous Materials</b>	Local and campus law enforcement should have the location of labs and lists of hazardous chemicals in those labs on their CAD systems
	70	<b>Chemical Inventory</b>	Campus public safety should have access to campus inventory of high-value chemicals and have policies in place to provide this information to local law enforcement if necessary
<b>Threat Assessments</b>	71	<b>Conducting Assessments on Campus</b>	A multi-disciplinary team should be used to conduct threat assessments on campus
	72	<b>Threat Assessments of Individuals</b>	Local law enforcement should be involved in assessments of individuals, especially if the encounter took place off campus (e.g., commuter students)
	73	<b>Behavioral Assessment Teams</b>	Behavioral assessment teams on campuses should include law enforcement representatives
	74	<b>Involving Local Law Enforcement</b>	Local law enforcement should participate in threat assessments on campus
<b>Sharing Potential Threats and Assessments between Agencies</b>	75	<b>Law Enforcement Records</b>	Local and campus law enforcement should be educated on the definition of “law enforcement records” and what the definition means for sharing information
	76	<b>Policies and Procedures</b>	Local and campus law enforcement should establish and follow procedures for sharing information
	77	<b>Sensitive Information Sharing</b>	Campus public safety should receive sensitive information from local law enforcement that impacts the campus
	78	<b>Fusion Centers</b>	Campus public safety should be given a seat at the area fusion center and share information openly with other law enforcement agencies



## Prevention and Preparedness: Recommended Guidelines

<b>Off Campus Incidents</b>	79	<b>Student Code of Conduct</b>	Campus public safety should inform local law enforcement about university code of conduct policies and the consequences for students
	80	<b>Incident Reports</b>	Local law enforcement should add a check-box on their incident reports to indicate university affiliation
	81	<b>Off Campus Students</b>	Local law enforcement should have a policy to track students involved in incidents off campus
<b>Security for High-Profile/ Large Scale Events on Campus</b>	82	<b>Assessing Threats at Large Scale Events</b>	Local law enforcement should review threat assessments for large scale events conducted by campus public safety
	83	<b>Providing Security</b>	Campuses should use local law enforcement officers as much as possible to supplement staff support
	84	<b>Including Other Agencies</b>	Outside law enforcement agencies (Federal or State) should be included in planning
	85	<b>Media Attention</b>	Local law enforcement should consider the amount of media attention on a high profile event
<b>Planning and Working with Local Media</b>	86	<b>Building Credibility with the Media</b>	Educate the media on the existing relationship between local and campus law enforcement
	87	<b>Reporting to the Media</b>	Establish policies and procedures for reporting to the media
	88	<b>Briefings</b>	Hold regular briefings to build relationships with media
	89	<b>Talking Points</b>	Local and campus law enforcement should determine who will be responsible for writing talking points
	90	<b>Developing Consistent Messages</b>	Consider developing consistent sets of information prior to an event taking place
<b>Developing Protocol for Public Information Officers</b>	91	<b>Campus Public Information Officer</b>	Local and campus law enforcement should define the role of the campus PIO and identify a specific spokesperson for campus public safety
	92	<b>Public Information Officer Relationships</b>	Local and campus PIOs should establish a relationship prior to event/incident
	93	<b>Other Campus PIOs</b>	Other campus PIOs should establish relationships coordinated by the PD Campus Liaison Officer
<b>Preparing Officers for Media Attention</b>	94	<b>Including PIOs During Exercises</b>	PIOs should be included in exercises and drills with local and campus law enforcement
	95	<b>Training for Media</b>	PIOs should hold mock press conferences with local law enforcement PIOs to prepare for media attention



## Prevention and Preparedness: Recommended Guidelines

<b>Building a Positive Law Enforcement Image on Campus</b>	96	<b>Perception of Campus Security</b>	Local and campus law enforcement should work with students to improve the image of both departments
	97	<b>Law Enforcement Relationships</b>	Local and campus law enforcement should promote positive working relationships during student orientations by being present to discuss campus safety and security
	98	<b>Outreach</b>	Local and campus law enforcement should produce joint outreach materials and distribute them to the community, both on and off campus
<b>Community Policing for Students and Faculty</b>	99	<b>Interns and Student Police</b>	Local and campus law enforcement should offer internships and student programs to give students an opportunity to work with the police departments and familiarize themselves with police work
	100	<b>Volunteer Groups</b>	Recruit student and faculty volunteers
	101	<b>Tip Lines/ Hotlines</b>	Make plans for a university tip line/hotline to be used to relay information to outside community (i.e., parents and friends of students, media, etc.)



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# Recommended Guidelines: Response During Incidents on Campus

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This section addresses the important issues of what needs to be done when a critical incident occurs on campus. Every decision that is made will be scrutinized by law enforcement, media, and the public and it is important that policies and procedures are in place to successfully resolve the incident. Following established roles, using the knowledge gained through prior training, and maintaining communication between local and campus law enforcement will help bring about a successful outcome.

***“The remarkable events that unfolded at St. John’s University yesterday came to a successful, peaceful close thanks to the combined efforts of the Police Department and St. John’s security personnel. The events at St. John’s also highlighted the longstanding working partnership between St. John’s University and the NYPD.... No one was injured and the emergency response both by the Police and the University was flawless.”***

*—Police Commissioner Raymond W. Kelly, September 27, 2007*

*Following the apprehension of a gunman on the campus of St. John’s University, NY*



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## Coordination and Training

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### Campus Liaisons

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#### Designate a PD Campus Liaison Officer

- 1) *The PD Campus Liaison Officer should be assigned to act on behalf of local law enforcement throughout the critical incident*

Local law enforcement cannot wait until a critical incident occurs to coordinate with campus public safety. As previously recommended in the *Prevention and Preparedness* section (page 19), there must be at least one officer who regularly works with all the campuses in a jurisdiction. In the event a PD Campus Liaison Officer has not been designated prior to an incident or the designated PD Campus Liaison Officer is not available, the police chief or senior executive command staff should quickly designate a back-up PD Campus Liaison Officer for the duration of the critical incident.

#### Responsibilities of PD Campus Liaison Officer

- 2) *The PD Campus Liaison Officer acts as a primary point of contact between both local and campus law enforcement during critical incident response*

The PD Campus Liaison Officer should be primary contact with campus chief and command staff and the local law enforcement command staff during an incident in order to provide consistency. The importance of having a liaison to serve as the contact was discussed during the previous section in

order to provide adequate planning. During a critical incident the need for this liaison increases because it is important to maintain the flow of communication throughout the coordinated incident response.

#### Reports

- 3) *The PD Campus Liaison Officer should be prepared to draft and distribute brief reports to the major city police chief, command staff or patrol officers daily*

The PD Campus Liaison Officer must provide adequate information to all parties as quickly as possible during critical incidents. In order to ensure accurate information is relayed, the PD Campus Liaison Officer should update written reports on an ongoing basis. Whereas the previous section suggested providing these reports quarterly, during an incident, reports should be updated at least daily.

### Communications Between Local and Campus Law Enforcement

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#### Formal Meetings

- 4) *Formal meetings and communications should be increased as necessary*

During a critical incident, meetings which were scheduled may need to be moved or agendas changed to focus on the incident. While sitting down and having a meeting seems like a waste of time during critical incidents, ensuring that each department



## Coordinated Response

is operating in a coordinated manner is important. Incident command staff should coordinate with each other at least daily during an event that lasts for multiple days.

### Informal Communications

- 5) *Communications should be increased to advise officers in both departments of current events*

The informal communications between local and campus law enforcement departments which hopefully have been established (see page 20), should be increased for proper response and coordination. Informal reports and notifications should be sent to officers and command staff of local and campus law enforcement agencies to provide updates.

### Meetings Between Local and Campus Law Enforcement

#### Chief/Director

- 6) *The major city chief should be kept informed of developments and be available onsite if warranted*

The campus public safety director and the major city chief should be communicating on a daily or hourly (if warranted) basis while a critical incident is occurring. Also, it is important that the PD Campus Liaison Officer keeps the chief informed of ongoing developments. If an incident escalates and the campus needs more assistance from the city, it is critical that the chief has a full grasp of the situation and is ready to provide additional resources if needed.

### Senior Executive Command Staff

- 7) *Local law enforcement should provide at least one member of the senior executive command staff to be on campus during a critical incident.*

The senior executive command staff should be in close contact with the campus public safety director during an incident, acting on behalf of the major city police chief. It is important to have a member of the senior command staff involved, who has the authority to make commitments, on behalf of the local police department. This may include providing resources such as equipment or manpower.

#### **Spotlight: Suffolk County, NY**

Following the Virginia Tech shooting in April 2007, Suffolk County Police Commissioner Richard Dormer immediately arranged a meeting with local campus public safety departments and administrators to discuss campus security plans and to share information regarding training and emergency response plans. Over two dozen officials from colleges and universities located in Suffolk County attended the meeting. Suffolk County Police Department offered training to the college and university campus public safety departments along with a communications plan for use during and after an incident.

Having taken a proactive response to the Virginia Tech incident, the Suffolk County Police Department was able to make sure that communications were open with the colleges and universities in the county. The department has continued this effort by working with campus public safety departments through participating in joint training activities and developing formal written agreements.



# Coordinated Response

## District Command Staff

- 8) *District command staff should communicate regularly*

The district commander must determine what resources the city will provide in consultation with the campus police chief and PD Campus Liaison Officer based on emergency response plans. The district commander will continue working with the campus public safety director to resolve the incident. During a critical incident that affects the city beyond the boundaries of the campus (e.g., severe weather) the district commander may have limited city services available.

## Patrol Officers

- 9) *Patrol officers should be prepared to work with campus counterparts*

Local law enforcement patrol officers should be fully briefed on the current events on campus in case they are required to provide assistance and support on campus. Local law enforcement officers should use the relationships built during cooperative activities recommended in the *Prevention and Preparedness* section (page 21) during critical incident response.

## Campus Information and Response Procedures

- 10) *Command staff should provide copies of the campus tactical plan and emergency response plan to officers*

During a critical incident, officers with the potential to respond on campus should review tactical plans, especially their individual role and the role of campus public safety officers. If possible, officers with more familiarity of the campus should be called to report on

campus first and assigned to support campus public safety.

## Reports

- 11) *Provide daily reports to PD Campus Liaison Officer*

Daily reports must be submitted to the PD Campus Liaison Officer to keep them apprised of all developments. In case of changing circumstances, reports should be given throughout the day as needed. If time does not allow for written reports, oral reports must be given to the PD Campus Liaison Officer. From these reports the PD Campus Liaison Officer will be able to provide updates to the chief, command staff, and other campuses.

## Communications Between Campuses

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### Campus Relationship

- 12) *The PD Campus Liaison Officer should keep other campuses informed during incidents*

When a critical incident affects one campus in the jurisdiction, it is important for the PD Campus Liaison Officer to use the previously established relationships to provide accurate information to other campuses. This will assist the campus law enforcement and university administration at other schools to reassure students, faculty and parents of ongoing security efforts.

### All-Campus Meeting

- 13) *The PD Campus Liaison Officer should arrange a meeting for all campuses in order to provide updated information*



Holding a briefing during a critical incident with appropriate representatives from other campuses in the jurisdiction will provide these campuses the knowledge needed to update its students, faculty, staff and parents on the situation. It will also give representatives time to brainstorm public relations strategies or policy suggestions for dealing with the ongoing incident.

### Communications with Federal and State Officials

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#### Identifying Roles

- 14) *The PD Campus Liaison Officer should assist the campus in keeping Federal and State officials operating within their established roles*

The role of Federal and State officials should have been established before a critical incident (See page 22, *Prevention and Preparedness* section). The impulse by other law enforcement officials may be to take control, but unless the incident commander cedes control, Federal and State officials should follow established support roles and provide assistance as requested by the incident commander.

#### Meetings

- 15) *Federal and State officials should be included in daily briefings by the campus public safety director, local law enforcement district commander, and the PD Campus Liaison Officer*

During this daily briefing, Federal and State officials have the opportunity to ask questions and receive updates. If Federal or State representatives are not present, a conference call should be scheduled to provide adequate information.

### Communications with University Administration

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#### PD Campus Liaison Officer

- 16) *The PD Campus Liaison Officer and campus public safety should keep the administration informed of developments so administrators are prepared to assist if necessary*

The PD Campus Liaison Officer should work with campus public safety to keep the administration informed of updated events. If possible, the PD Campus Liaison Officer should sit in briefings between the university administration and the campus public safety director. The PD Campus Liaison Officer will inform the administration about resources the city will provide. In addition the PD Campus Liaison Officer will also be able to report to the local police chief and senior executive command staff about the priorities of the university administration.

#### Chiefs and Administration

- 17) *Command staff or chiefs should be available to discuss response options with university administration*

If requested, the major city chief or a representative from the department should be able to offer the university administration advice or suggestions during an event on campus. University administration will not have the benefit of law enforcement experience, therefore it is important for the local police department to support the tactical decisions of the campus public safety department.



# Coordinated Response

## 9-1-1 Calls

### Recognizing Emergency Calls

- 18) *Dispatchers should be notified when incidents are occurring on campus*

When a critical incident occurs in the jurisdiction of a campus, there should be notification provided to the emergency call center and reminders to dispatchers about the established procedure to transfer calls, as recommended on page 23 in the *Prevention and Preparedness* section. The PD Campus Liaison Officer should ensure the communications center has accurate and up to date information available to all dispatchers.

### Emergency Call Protocol

- 19) *Dispatchers should send the appropriate police department (city or campus) to calls for service*

The challenge for dispatchers to send the correct calls to campus public safety is magnified during a large-scale critical

incident. Dispatchers should have all the resources available to follow the correct protocol and send calls to the right departments. It is also important that dispatchers notify campus public safety departments of calls to 9-1-1 from campus. This is critical if campus public safety is not a full service police department and the local law enforcement will be responding to calls for service. Campus public safety must be aware when other law enforcement agencies are responding to calls on campus.

### Student and Faculty Notification

- 20) *Students and faculty should be reminded how to contact law enforcement during an emergency*

Students and faculty are unlikely to pay attention to which emergency number should be called during an incident. Local and campus law enforcement should send out reminders with appropriate numbers to call in case of emergency using the emergency alert system (i.e., emails, text messages, web postings). For example, if campus public

#### **Spotlight – Louisville, KY**

“Dial 9-1-1 in case of emergency” has been drilled into the minds of today’s college students since they were old enough to hold a phone. Before the age of cell phones, students and faculty would call the campus emergency number from a campus phone, and campus police would respond or notify city police if assistance was needed. With the popularity of cell phones on campus, dialing 9-1-1 on a cell phone versus a campus land line will usually bring the caller to two different dispatchers. One challenge campus security departments face is getting emergency calls transferred to their dispatchers when an incident happens on campus. Many city dispatchers will transfer the call to campus police after the dispatcher realizes the call is coming from campus. The time it takes during an emergency to transfer the call delays response efforts.

In June 2008, the University of Louisville upgraded its emergency response system when it partnered with MetroSafe Communications. This communications center provides 9-1-1 service to all law enforcement in Louisville, KY. After joining MetroSafe, the campus public safety department became a part of Louisville’s emergency response network. Students dialing 9-1-1 when there is an emergency on campus, will be connected to a MetroSafe dispatcher who can notify campus police and reduce response time. Dispatchers also have the ability to locate campus landlines where 9-1-1 calls originate.



## Coordinated Response

safety is going to send out information regarding a potential suspect in an ongoing investigation, there should be an emphasis to call 9-1-1 or the campus emergency number.

### **Joint Training and Exercises**

*During a critical incident all training, exercises, or drills would be suspended. However the quality and success of training will be put to a test based on all aspects of the response.*

#### **Building Relationships**

- 21) *Relationships built during training should be used to respond to critical incidents more effectively*

Command staff should remind local and campus law enforcement officers that lessons learned in training should be exercised in real-life scenarios. Officers should use personal relationships established by following the recommended guidelines in the previous section (page 24) for effective response.

#### **Patrol Officer Training**

- 22) *Suspend*

#### **Critical Incident Response Training**

- 23) *Suspend*

#### **Campus Training**

- 24) *Suspend*

#### **Campus Drills and Exercises**

- 25) *Suspend*

#### **Quality of Training**

- 26) *Response based on quality focused training and exercises should be implemented*

### **Joint Patrols**

#### **Scheduled Joint Patrols**

- 27) *Increase joint patrols on campus*

Local law enforcement should patrol with campus public safety officers. The joint patrols will assist local officers who are not familiar with the campus, especially in cases of large scale incidents where officers must be brought from other districts or precincts.

#### **Campus Awareness**

- 28) *Campus law enforcement should provide guides to local law enforcement who are not familiar with the campus*

Local law enforcement assigned around the campus should have already received a campus tour prior to the critical incident. If officers who are not familiar with campus respond to the critical incident, the campus should have guides, either security guards or police volunteers, to escort local officers around campus and ensure officers respond to correct buildings and staging areas.

#### **Patrols on Campus**

- 29) *Increase patrols consistent with department policies for critical incident response*

Local law enforcement should offer to provide additional officers to patrol on campus during the critical incident. This will add security as well as provide additional officers in close proximity in case additional response is needed.



# Coordinated Response

## Patrols off Campus

- 30) *Local law enforcement should increase patrols in off-campus neighborhoods*

Officers working in areas surrounding a campus must be alerted to events on campus and must act with heightened awareness. District commanders should increase patrols around campus in order to reduce the risk that disturbances on campus may spread.

## Maps and Other Electronic Capabilities

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### Knowledge of Maps and Other Systems

- 31) *All updated maps and electronic resources should be available*

The PD Campus Liaison Officer should have already compiled up-to-date resources for responding to incidents on campus (*Prevention and Preparedness* section, page 27). Incident commanders and patrol officers from both local and campus law enforcement must have immediate access to any resources which may provide information about the campus or specific details about the area where the critical incident is taking place.

### Paper Maps of Campus

- 32) *Paper maps of the campus should be distributed to all officers working in the campus area*

The PD Campus Liaison Officer should make sure all officers have updated copies of maps. This will allow officers who are unfamiliar with the campus to travel the grounds with less confusion.

## Electronic Maps of Campus

- 33) *CAD systems should be used to provide local law enforcement with maps of relevant areas on campus*

Electronic maps of the campus should be available on CAD systems for local law enforcement. Having this information available will allow officers to quickly respond to locations on campus. In addition, having particular information about individual buildings will improve response efforts. Officers will anticipate potential dangers before responding to a building and alter response plans accordingly.

### Building Diagrams and Blueprints

- 34) *Building diagrams and blueprints should be brought to the command center*

In case the incident commander or other officers require building diagrams, all diagrams and maps should be brought to the command center for review. Diagrams may be used to analyze methods of approach, evacuation routes, or used in determining whether a building is cleared of threats.

### Diagrams of Tunnel Systems

- 35) *Diagrams of tunnel systems should be brought to the command center*

Tunnels should have increased security during critical incidents. It is important for the incident commander to realize where these tunnels are and their potential use in a critical incident.



### Interactive Mapping Software

- 36) *Use existing software systems for instant access to site-specific information*

Officers trained on the systems should be available to view digital photographs, floor plans, and utility shut-off switches, access evacuation routes, and review emergency response plans. Multiple officers from both local and campus law enforcement should be trained in using this system effectively.

### Surveillance Cameras

- 37) *Local law enforcement should gain access to all surveillance cameras in the area*

The PD Campus Liaison Officer should acquire permission from groups in the database of public and private surveillance cameras. Private surveillance cameras should be used if they are located near the incident. Officers will have extra eyes for closer observation.

### Student Profiles and Photographs

- 38) *Profiles and photos from the campus database should be available to all officers working in the vicinity of the critical incident*

Campus public safety should access photos and profiles of all students and/or faculty suspected to be involved in the critical incident. This will allow officers to recognize possible suspects or victims, as well as provide insight into students' background and mental status through an existing profile. Reports of behavior assessment teams should be included in these profiles.

## Developing and Implementing Emergency Response Plans

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### Role of Campus Public Safety

- 39) *Campus public safety should implement the emergency response plan as appropriate*

Upon notification of a threat or an ongoing incident, campus command staff should begin implementation of the emergency response plan as appropriate to meet the nature of the threat and the situation within the campus. Campus public safety should notify university administration that the emergency response plan is being implemented.

### Role of University Administration

- 40) *Administrators should assist campus public safety in implementing the emergency response plan*

Administrators have a defined role in the emergency response plan (See page 29, *Prevention and Preparedness* section). It will be the responsibility of the administrators to ensure students and faculty follow the emergency response plan.

### Role of Local Law Enforcement

- 41) *Local law enforcement should assist campus public safety in implementing the emergency response plan*

After receiving notification of a potential or ongoing threat to campus, local law enforcement should begin implementation of their role in the campus emergency response plan. Local law enforcement command staff should also ensure the city emergency response plan is implemented as appropriate during an incident on campus.



# Coordinated Response

## National Incident Management System (NIMS)

- 42) *Incident Command System (ICS) should be followed*

The emergency response plan established in the prevention and preparation phase (page 30) should follow the Incident Command System (ICS). Accordingly, local and campus officers should use NIMS training to follow ICS.

## Sharing Emergency Response Plans

### Providing Emergency Response Plans

- 43) *Local law enforcement command staff should inform patrol officers about campus emergency response plan procedures*

Patrol officers will have a role in the campus emergency response plan, but need to understand their role. The campus should have already provided the district commander with a copy of the emergency response plan. Therefore the district commander should provide orders to patrol officers based on designated roles in responding to an incident on campus.

### Access to Emergency Response Plan

- 44) *Local law enforcement should assist campus officers in reminding students, faculty, and the surrounding community of the emergency response plan*

Campus public safety should have distributed emergency response plans to all members of the campus community. However, during a critical incident, people will need

to be reminded of their roles. Local law enforcement should provide assistance in making the plan widely available and assisting the campus in giving directions to students and faculty to comply with the plan.

## Sharing Emergency Response Plans between Campuses

- 45) *Other campuses should be prepared to implement emergency response plans*

The PD Campus Liaison Officer should communicate with other campuses to ascertain whether the resources are in place to implement the emergency response plans at those campuses if required. A critical incident at one campus may affect other campuses in the jurisdiction. All law enforcement should be on notice during a critical incident. The PD Campus Liaison Officer should update campuses of changes made to the active campus emergency response plan.

## Informing Federal and State Officials

- 46) *Federal and State officials should follow roles assigned in the emergency response plan*

Local and campus law enforcement should review the role of outside law enforcement agencies according to the emergency response plan. If Federal and State officials are not aware of their roles in the plan, the PD Campus Liaison Officer should ensure they receive this information upon first communication with local or campus law enforcement.



## Exercising Emergency Response Plans

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### Table-Tops and Practical Drills

- 47) *Incorporate changes to emergency response plans into implementation*

Lessons learned from table-tops and drills which took place during the preparedness phase should be incorporated into the emergency response plan implementation. When appropriate, review reports from these drills when implementing the emergency response plan to effectively manage the incident.

### Administration Training

- 48) *Campus administrators should use lessons learned in NIMS training during critical incidents*

Administrators must utilize the NIMS training they should have received in order to carry out responsibilities and implement response protocol correctly. Local and campus law enforcement should include administration input when making decisions during an incident.

### Reviewing the Emergency Response Plan

- 49) *Follow updated emergency response plans and note where adjustments to the plan are made during critical incidents*

Local and campus law enforcement should follow the most recently approved emergency response plan. If changes are made in response to ongoing threats or change in circumstances, notations should be made regarding deviation from the plan.

## Other Emergency Response Plans

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### City Emergency Response Plans

- 50) *City emergency response plans must be followed during a critical incident on campus*

A critical incident on or near campus may trigger implementation of the city emergency response plan. The Campus Liaison Officer should ensure that city emergency managers are coordinated with campus plans. If both plans were developed to complement each other, local and campus law enforcement will simply follow roles defined in the plans.

### Business Continuity Plans

- 51) *Business Continuity Plans should be reviewed and ready to implement*

Those responsible for overseeing the plans for continuing operations on campus should be prepared to implement these plans. Local and campus law enforcement should be aware of their role in the business continuity plan and be prepared for the transition from response to recovery.

## Emergency Alert Systems

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### Multiple Systems

- 52) *Multiple alert systems should be used to notify student, faculty, and the surrounding campus community of critical incidents on campus*

Local and campus law enforcement should work together to quickly compose and send a warning to students, faculty, and the community about potential or ongoing threats on campus. Multiple systems should be used in order to reach as many people as



# Coordinated Response

possible. An alert may direct recipients to another source for information. For example, a text may instruct users to check the campus website for more information. Traditional means of emergency alerts, such as public address speakers, should be used for those who are not technologically connected.

## Complementary Alert Systems

- 53) *Local law enforcement should send alerts on the city system as appropriate*

Depending on the impact of the critical incident, local and campus law enforcement should consider extending the alert to the city system as well. This will ensure a greater range of people who will see the alert. This is especially important if law enforcement wants to keep people away from campus.

## Using the Emergency Alert System

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### Alert System Participation

- 54) *Ensure emergency messages are received by all individuals signed up for the alert systems*

Emergency alerts should be sent to all individuals who have signed up. Local and campus law enforcement should quickly survey individuals on campus to ensure they received the alert.

### Promoting the Alert System

- 55) *Use the emergency alert system minimally for emergency purposes only*

The emergency alert system should only be used in true emergencies. Campus public safety should consider having a tiered system

for alerts – less important alerts should be sent via less intrusive methods. If campus public safety sends alerts too frequently, students and faculty may opt out of receiving messages.

## Testing the System

- 56) *Cancel any scheduled test of the system*

The emergency alert systems should have been tested during the preparedness phase (page 33). For the system to have maximum impact on the community campus public safety cannot test the system too frequently or messages will be ignored. Use the alert system to notify students and community members of details and provide an “all-clear” message after the incident is resolved.

## Local Law Enforcement Notification

- 57) *Campus public safety should notify local law enforcement when sending out emergency alerts*

Local law enforcement needs to be aware of all alerts sent out by campuses. The PD Campus Liaison Officer should notify district commanders and senior executive command staff when campuses are sending out alerts. This will eliminate surprises if there are 9-1-1 calls regarding the alerts and local law enforcement can plan accordingly.



## Interoperable Communications

### Communications Equipment and Protocol

#### Achieving Interoperability

- 58) *Ensure that interoperable systems are operational*

If local and campus law enforcement follow the recommendations from the *Prevention and Preparedness* section (page 34), interoperable communications should not be a problem at the time of an incident. Local and campus law enforcement should use available communication equipment during critical incidents. Interdepartmental communications should be frequently tested and re-confirmed. Communications experts from local law enforcement should be called in to ensure communication between the agencies continues.

#### City Radios

- 59) *Additional radios should be made available for immediate deployment*

At minimum, local and campus command staff must be able to communicate with each other during a critical incident. Local law enforcement should provide additional radios for use by campus law enforcement in the event this is the only way for both agencies to communicate.

#### Radio Cache

- 60) *Local law enforcement should ensure that all portable radio batteries are charged and portable radios are deployed to the campus*

Local law enforcement should ensure that radios are properly charged and that charging equipment is available at the campus command center to support a potential prolonged response. Plans for emergency interoperable communication should be implemented. As a part of this emergency plan, a cache of charged radios should be available for use by any agency assisting in the response to allow for interoperability.

#### Gateways

- 61) *Gateways should be deployed*

If a gateway is available, it should be transported to the campus incident site and used to patch radio transmissions. Local law enforcement should ensure the appropriately trained communications expert is available to operate the gateway.

#### Shared Channels

- 62) *Designate a shared channel to be used throughout the incident*

If operating on a shared system, one channel should be designated throughout the critical incident for communication between local and campus law enforcement. Radio communications may become confusing if command staff switches between radio channels. Therefore, the incident commander should make a decision on which channel local and campus responders will communicate on throughout the incident.



## Plain Language on Radios

- 63) *Plain language should be used during all radio transmissions*

During incident response with multiple law enforcement agencies, it is vital to use plain language so those listening to radio transmissions are clear about the message relayed. There is no time during an incident to explain what codes mean; therefore the incident commander should remind all officers to use plain language.

## Regional Communications Plan Development

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### Including Campus Public Safety

- 64) *Follow regional communications plans for achieving interoperability*

Since the campus should have already been included in the regional interoperability plan established in the previous recommendations, the incident commander should follow this plan to effectively achieve interoperability. The regional communications director should be contacted during critical incidents in case additional assistance is needed by the state to achieve or maintain interoperability.

## Communications Exercises

- 65) *Implement lessons learned during communications exercises*

Campus communications experts should have been included during local interoperability exercises conducted during the preparedness phase (page 36). It is important to recall lessons learned regarding effective ways to achieve interoperability. A campus public safety representative should be included at the local communications command center during an incident.



## Potential Threats and Risk Assessments

### Identifying Potential Threats

#### Involving Campus Community

- 66) *Local and campus law enforcement should continue to reach out to students and faculty as well as the surrounding community for reported suspicious behavior or information regarding the incident*

In order to respond with appropriate force, law enforcement must have accurate knowledge of all facts. It is important to seek information from the campus community. Local and campus law enforcement should consider setting up a tip line to receive information. It is also vital that the community understands what kind of information is being requested.

#### Workplace Violence

- 67) *Local and campus law enforcement should be aware of potential workplace violence situations which may require an alternative response*

In responding to critical incidents, local and campus law enforcement must keep in mind the threat may not always come from students, but may come from faculty, staff, or outside persons who are frustrated with the university because of employment reasons. Local law enforcement may have more experience in dealing with workplace violence issues and should offer assistance to the campus to address these issues.

### Mental Health Policy

- 68) *Mental health records of individual(s) involved in the critical incident should be released to local and campus law enforcement*

It is vital for law enforcement to have full knowledge of a person's mental history in order to properly evaluate the situation. The college or university should have a mental health policy which releases necessary information to local and campus law enforcement in the event of a critical incident involving particular persons.

### Labs and Hazardous Materials

- 69) *Location of labs or warehouses of chemical materials should be available at the command center; security at locations should be increased*

All officers patrolling the campus need to be aware of the location of labs in order to increase security at these locations.

### Chemical Inventory

- 70) *Inventory of chemical purchases should be available for analysis*

Incident command should receive a copy of recent chemical purchases in order to evaluate whether the use of chemicals may be a threat. Comparisons should be made to analyze whether there is any pattern, especially concentrating on individuals who may be involved in the incident.



## Threat Assessments

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### Conducting Assessments on Campus

- 71) *Review threat assessment and update according to immediate threats*

Command staff should have access to threat assessments conducted to consider potential targets. Plans should be reviewed to eliminate or reduce additional threats.

### Threat Assessments of Individuals

- 72) *The records of individuals suspected to be involved in the critical incidents should be accessed*

Prior records about an individual's behavior should be used to evaluate the situation if the person exhibits behavior in which he or she poses a threat to himself/herself or others.

### Behavioral Assessment Teams

- 73) *Behavior assessment teams should be convened in order to provide guidance to local and campus law enforcement*

University faculty and staff who sit on behavior assessment teams may have unique knowledge or insight to share with local and campus law enforcement during an investigation. These teams should be convened to assist local and campus law enforcement in analyzing behavior or to provide additional information.

### Involving Local Law Enforcement

- 74) *Local law enforcement should be involved in analyzing and updating threat assessments*

During a critical incident, unbiased opinion of potential threats will provide campus

law enforcement with the knowledge to act quickly. Local law enforcement can provide officers to assist with the evaluation for ongoing threats.

## Sharing Potential Threats and Assessments with other Law Enforcement Agencies

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### Law Enforcement Records

- 75) *Campus public safety must be granted access to records which are needed to provide a total picture for analyzing ongoing threats*

Local law enforcement and their legal advisers should offer assistance to campus public safety in having all relevant records released during critical incidents in order to form a clear picture of potential threats and indicators which may assist in resolving the critical incident. Law enforcement must balance privacy with the prevention of further injury and loss of life at all times.

### Policies and Procedures

- 76) *Follow established procedure to share information between local and campus law enforcement agencies*

Sharing information during critical incidents should happen through informal or formal methods which were established following recommendations in the prevention phase (page 39). Local and campus law enforcement must be sure to follow protocol in order to ensure: 1) the information is reliable; 2) the information is shared with reliable sources.



# Coordinated Response

## Sensitive Information Sharing

- 77) *Provide local and campus officers with updates on what kinds of things to look for, specific threats, and warning signs*

Updated information must be provided to local and campus law enforcement responding to a critical incident. Local law enforcement must reach out to its sources to find relevant data or intelligence. Patrol officers should be prepared to receive information relating to ongoing threats.

## Fusion Centers

- 78) *Local and campus law enforcement should engage the local fusion center to analyze data and provide intelligence*

Fusion centers should be used to ensure agencies have the most up-to-date information during critical incidents. Since fusion centers receive data and information from the whole region, there may be unique information available through the fusion center to assist law enforcement in examining all ongoing threats.

## Off-Campus Incidents

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### Student Code of Conduct

- 79) *Code of conduct should be enforced off-campus as necessary*

Students should be informed that the code of conduct will be enforced off-campus during critical incidents if local and campus law enforcement feel it is necessary to maintain security.

## Incident Reports

- 80) *Incident reports of student encounters with local law enforcement should be examined*

Local law enforcement should analyze incident reports relating to students to look for threats or evidence relating to the ongoing critical incident. Campus public safety should access past reports of student encounters with police to gain a full picture of potential threat. Local law enforcement should notify campus public safety of any police contact with students.

## Off-Campus Students

- 81) *Local law enforcement patrolling the off-campus area should report suspicious encounters with students*

Law enforcement that regularly patrols areas popular with students should report suspicious activity. They should use all available resources, including the student code of conduct, to control behavior during incidents and find out relevant information from students.

## Security for High Profile/ Large Scale Events on Campus

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### Assessing Threats at Large Scale Events

- 82) *Use the resources of local law enforcement to analyze threats*

Local law enforcement should provide additional threat analysis of the event in order to provide the resources necessary to respond to the incident. This should include using the fusion center or the Joint Terrorism Task



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Force (JTTF) to consolidate and evaluate threats during large scale events

## Providing Security

- 83) *Local law enforcement should be available to provide additional security as required at large scale events*

If necessary, command staff should recall staff from training or other off-duty assignments in order to provide experienced law enforcement as security onsite. Using local law enforcement will guarantee that unified command will be followed during critical incidents.

## Including Other Law Enforcement Agencies

- 84) *Maintain established roles to prevent the breakdown of coordination: use unified command during large scale events*

Local and campus law enforcement will be prepared for roles during large-scale events, but response from other agencies which have not trained together may be confusing. It is important for officers from local and campus agencies to maintain the roles they are accustomed to playing during large-scale events and adapt plans to find roles for other law enforcement.

## Media Attention

- 85) *Security for media should be increased and access should be limited*

The staging areas for media should be well-coordinated in order to limit access. Suspicious persons should be scrutinized by added security provided by campus or local law enforcement. Law enforcement should provide media with indicators of potential threats.



## Media and Public Relations

### Planning and Working with Local Media

#### Building Credibility with the Media

- 86) *Local and campus law enforcement should communicate immediately with the media and continue to work with the media jointly to show a cooperative relationship*

Building on the relationship established in the previous section (page 43) representatives from both local and campus law enforcement should be present when conducting briefings with the media. It is important to reassure the media of unified response and continued cooperation between the departments during a critical incident. This will project confidence that law enforcement agencies are working together to respond to the critical incident.

***“When dealing with the media during a critical incident, law enforcement can’t be slow, defensive, or perfect.”***

—Asst. Chief David Carter, Austin Police Department

#### Reporting to the Media

- 87) *Follow established policies and procedures regarding reporting responsibility*

The PD Campus Liaison Officer and local and campus PIOs should review the policies established in the preparedness section (page 43) for reporting to the media. Press releases and briefings to the media should be

conducted at least once daily and provide the most accurate information possible without compromising information for the ongoing investigation. Additional updates should be provided to the media as necessary. In the age of the 24-hour news cycle, the media will be asking for frequent updates.

#### Briefings

- 88) *Hold daily briefings throughout the incident*

While the local and campus PIOs will be in constant contact with the media, it is important the campus public safety director holds a daily briefing with the media. This will give the media confidence that the information is accurate and they can directly ask questions to the Director.

#### Talking Points

- 89) *A designated officer, trained in media relations, should develop talking points for local and campus law enforcement*

Talking points should be used by any law enforcement personnel who have contact with the media. This will ensure a clear and consistent message is relayed and information which is vital to the ongoing response and investigation is not released.

#### Developing Consistent Messages

- 90) *Use existing messages as a reference when developing statements for the media*

Review and update communications with the media as needed according to the details of



# Coordinated Response

the critical incident. Local and campus law enforcement must issue a joint statement as quickly as possible. Following previously approved scripts will assist in getting the updated message approved by city and university officials.

## Developing Protocol for Public Information Officers

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### Campus PIO

- 91) *The Campus PIO should be the primary contact for the media; Local law enforcement PIO should provide constant support*

Based on previously established protocol from the preparedness phase (page 44), the well-prepared campus PIO should be the main contact during a critical incident on campus. However, it is very important that a local law enforcement PIO remain present during exchanges with the media. If campus public safety has not identified a member of law enforcement to serve as the campus PIO (e.g., university public relations), the local PIO should offer to field all law enforcement related questions, including, but not limited to, tactical plans.

### PIO Relationships

- 92) *PIOs should maintain relationships, discuss responsibilities, and share what information should be released to the media*

Throughout an incident it is important for local and campus PIOs to maintain consistent roles to manage the crisis. PIOs should coordinate with university public relations. However the pre-existing relationships between the local and campus PIOs will

ensure law enforcement maintains control of the message released to the public.

### Other Campus PIOs

- 93) *The PD Campus Liaison Officer should keep other campus PIOs up to date about ongoing incidents on campus, if appropriate*

In providing appropriate information to other campuses, the PD Campus Liaison Officer should ensure this information is available to campus PIOs. PIOs at other campuses must be prepared for questioning from the media on policy and tactical decisions made in the jurisdiction. It is important all campuses provide a clear and consistent message to support law enforcement functions during an incident.

## Preparing Officers for Media Attention

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### Including PIOs at the Command Center

- 94) *PIOs should be included at the command center and receive periodic updates to provide information to the media*

Local and campus PIOs should have representation at the command center in order to receive accurate and updated knowledge. PIOs will have to maintain a presence with the media at the distinct media staging area. If the media knows the PIOs have received information directly from the incident commanders, they will trust the information.

### Training for Media

- 95) *Local law enforcement PIOs should continue to support campus PIOs*



Especially during incidents where the national media is present, local law enforcement PIOs must provide support for campus PIOs. Local PIOs may stand in for campus PIOs in reporting to the media when the campus PIO needs a break or does not feel comfortable taking the lead. The 24 hour news cycle will require constant reports and updates by the PIO. Local law enforcement PIOs should be available to assist with the high demand for information.

### **Building a Positive Law Enforcement Image on Campus**

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#### **Perception of Campus Safety**

- 96) *Local and campus law enforcement should reach out to students and faculty to encourage a positive image in the community*

Using pre-existing relationships developed in the *Prevention and Preparedness* section (page 45), local and campus law enforcement should assure students that all agencies involved are following assigned roles and those in charge have the capacity and training to keep students safe on campus. Local law enforcement should assist campus public safety in reaching out to student and faculty groups and organizations that support law enforcement and eliminate any doubts the campus community may have regarding the ability of campus public safety to handle critical incidents.

#### **Law Enforcement Relationships**

- 97) *Local law enforcement should demonstrate continued support for campus public safety*

Local law enforcement should increase presence on campus during a critical incident. It is important that local and campus law enforcement continue to build upon relationships recommended in the previous section (page 45) to reassure students of the cooperative nature of both agencies. Any briefings to students or faculty should be offered with representatives from both departments available.

#### **Outreach**

- 98) *Continue to show a unified front through joint communication to the campus community*

Messages distributed to students should come from both local and campus law enforcement with emphasis placed on a joint operation between both departments. Phone numbers for both departments should be distributed via email and any other paper or electronic means available to students and faculty. Something as simple as placing the seal of both departments on updates will reassure the community that law enforcement is acting in cooperation.

### **Community Policing for Students and Faculty**

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#### **Interns and Student Police**

- 99) *Interns and student cadets should be used during incidents to assist the community*

Local and campus law enforcement should call for assistance by student interns in order to provide additional assistance. Student interns can be used to organize volunteers, field phone calls, and update signs posted around the community.



## Volunteer Groups

*100) Volunteer groups should be called to action to assist in response to critical incidents*

During critical incidents, volunteers will want to assist law enforcement. Local and campus law enforcement should follow plans established during the preparedness phase (page 46) for volunteer management during the incident.

## Tip Lines/ Hotlines

*101) Hotlines should be established to provide information to callers as well as seek tips from community members with information pertinent to the incident*

Recruit volunteers to sit through shifts for answering calls. The hotline should be organized to run throughout and sometime after the critical incident to provide information. Staff at the hotlines must keep in touch with command center in order to properly inform the outside community.



## Coordinated Response

### ***Spotlight: Cincinnati, OH***

Between the years 2002 and 2005, the University of Cincinnati Police Department (UCPD) and Cincinnati Police Department (CPD) noticed an increase of auto thefts and burglaries in the residential areas surrounding the campus. A time when crime trends were unusually high was when students left the campus area to go home for the holidays. In order to address the increasing crime trend, UCPD and CPD worked together to find a way to decrease crime rates and inform residents of their risks of becoming a victim.

Focusing on crime prevention awareness, the two police departments worked together in using door hangers as a publicity campaign to inform students on how to decrease their chances of being a victim of crime. The door hangers were distributed to over 5,000 residents located in areas surrounding the university's west campus and provided information regarding crime prevention tips, personal safety tips and emergency phone numbers that included police contact numbers and information on the university's "Nightwalk" Program.

Distributing the door hangers resulted in a 42% decrease in the number of robberies and made a large impact on the overall crime rate, including a reduction in assaults and burglaries.



## Coordinated Response: Recommended Guidelines

<b>Police Department Campus Liaison Officers</b>	1	<b>Designate a PD Campus Liaison Officer</b>	The PD Campus Liaison Officer should be assigned to act on behalf of local law enforcement throughout the critical incident
	2	<b>Responsibilities of a PD Campus Liaison Officer</b>	The PD Campus Liaison Officer acts as a primary point of contact between both local and campus law enforcement during critical incident response
	3	<b>Reports</b>	The PD Campus Liaison Officer should be prepared to draft and distribute brief reports to the major city police chief, command staff, or patrol officers daily
<b>Communications Between Local and Campus Law Enforcement</b>	4	<b>Formal Meetings</b>	Formal meetings and communications should be increased as necessary
	5	<b>Informal Communications</b>	Communications should be increased to advise officers in both departments of current events
<b>Meetings Between Local and Campus Law Enforcement</b>	6	<b>Chief/Director</b>	The major city chief should be kept informed of developments and be available onsite if warranted
	7	<b>Senior Executive Command Staff</b>	Local law enforcement should provide at least one member of the senior executive command staff to be on campus during a critical incident
	8	<b>District Command Staff</b>	District command staff should communicate regularly
	9	<b>Patrol Officers</b>	Patrol officers should be prepared to work with campus counterparts
	10	<b>Campus Information and Response Procedures</b>	Command staff should provide copies of the campus tactical plan and emergency response plan to officers
	11	<b>Reports</b>	Provide daily reports to PD Campus Liaison Officer
<b>Communications Between Campuses</b>	12	<b>Campus Relationship</b>	The PD Campus Liaison Officer should keep other campuses informed during incidents
	13	<b>All-Campus Meeting</b>	The PD Campus Liaison Officer should arrange a meeting for all campuses in order to provide updated information
<b>Communications with Federal and State Officials</b>	14	<b>Identifying Roles</b>	The PD Campus Liaison Officer should assist the campus in keeping Federal and State officials operating within their established roles
	15	<b>Meetings</b>	Federal and State officials should be included in daily briefings by the campus public safety director, local law enforcement district commander, and the PD Campus Liaison Officer



## Coordinated Response: Recommended Guidelines

<b>Communications with University Administration</b>	16	<b>PD Campus Liaison Officer</b>	The PD Campus Liaison Officer and campus public safety should keep administration informed of developments so the administrators are prepared to assist if necessary
	17	<b>Chiefs and Administration</b>	Command staff or chiefs should be available to discuss response options with university administration
<b>9-1-1 Calls</b>	18	<b>Recognizing and Transferring Emergency Calls</b>	Dispatchers should be notified when incidents are occurring on campus
	19	<b>Emergency Call Protocol</b>	Dispatchers should send the appropriate police department (city or campus) to calls for service
	20	<b>Student and Faculty Notification</b>	Students and faculty should be reminded how to contact law enforcement during an emergency
<b>Joint Training and Exercises</b>	21	<b>Building Relationships</b>	Relationships built during training should be used to respond to critical incidents more effectively
	22	<b>Patrol Officer Training</b>	Suspend
	23	<b>Critical Incident Response Training</b>	Suspend
	24	<b>Campus Training</b>	Suspend
	25	<b>Campus Drills and Exercises</b>	Suspend
	26	<b>Quality of Training</b>	Response based on quality focused training and exercises should be implemented
<b>Joint Patrols</b>	27	<b>Scheduled Joint Patrols</b>	Increase joint patrols on campus
	28	<b>Campus Awareness</b>	Campus law enforcement should provide guides to local law enforcement who are not familiar with the campus
	29	<b>Patrols on Campus</b>	Increase patrols consistent with department policies for critical incident response
	30	<b>Patrols Off Campus</b>	Local law enforcement should increase patrols in off-campus neighborhoods



## Coordinated Response: Recommended Guidelines

<b>Maps and Other Electronic Capabilities</b>	31	<b>Knowledge of Maps and Other Systems</b>	All updated maps and electronic resources should be available
	32	<b>Paper Maps of Campus</b>	Paper maps of the campus should be distributed to all officers working in the campus area
	33	<b>Electronic Maps of Campus</b>	CAD systems should be used to provide local law enforcement with maps of relevant areas on campus
	34	<b>Building Diagrams/Blueprints</b>	Building diagrams and blueprints should be brought to the command center
	35	<b>Diagrams of Tunnel Systems</b>	Diagrams of tunnel systems should be brought to the command center
	36	<b>Interactive Mapping Software</b>	Use existing software systems for instant access to site-specific information
	37	<b>Surveillance Cameras</b>	Local law enforcement should gain access to all surveillance cameras in the area
	38	<b>Student Profiles and Photographs</b>	Profiles and photos from the campus database should be available to all officers working in the vicinity of the critical incident
<b>Developing and Implementing Emergency Response Plans</b>	39	<b>Role of Campus Public Safety</b>	Campus public safety should implement the emergency response plan as appropriate
	40	<b>Role of University Administration</b>	Administrators should assist campus public safety in implementing the emergency response plan
	41	<b>Role of Local Law Enforcement</b>	Local law enforcement should assist campus public safety in implementing the emergency response plan
	42	<b>National Incident Management System (NIMS)</b>	Incident Command System (ICS) should be followed



## Coordinated Response: Recommended Guidelines

<b>Sharing Emergency Response Plans</b>	43	<b>Providing Emergency Response Plans</b>	Local law enforcement command staff should inform patrol officers about campus emergency response plan procedures
	44	<b>Access to Emergency Response Plan</b>	Local law enforcement should assist campus officers in reminding students, faculty, and the surrounding community of the emergency response plan
	45	<b>Sharing Emergency Response Plans between Campuses</b>	Other campuses should be prepared to implement emergency response plans
	46	<b>Planning with Federal and State Officials</b>	Federal and State officials should follow roles assigned in the emergency response plan
<b>Exercising Emergency Response Plans</b>	47	<b>Table-Tops and Practical Drills</b>	Incorporate changes to emergency response plans into implementation
	48	<b>Administration Training</b>	Campus administrators should use lessons learned in NIMS training during critical incidents
	49	<b>Reviewing the Emergency Response Plan</b>	Follow updated emergency response plans and note where adjustments to the plan are made during critical incidents
<b>Other Emergency Plans</b>	50	<b>City Emergency Response Plans</b>	City emergency response plans must be followed during a critical incident on campus
	51	<b>Business Continuity Plans</b>	Business Continuity Plans should be reviewed and ready to implement
<b>Emergency Alert Systems</b>	52	<b>Multiple Systems</b>	Multiple alert systems should be used to notify student, faculty, and the surrounding campus community of critical incidents on campus
	53	<b>Complementary Alert Systems</b>	Local law enforcement should send alerts on the city system as appropriate
<b>Using the Alert System</b>	54	<b>Alert System Participation</b>	Ensure emergency messages are received by all individuals signed up for the alert systems
	55	<b>Promoting the Alert System</b>	Use the emergency alert system minimally for emergency purposes only
	56	<b>Testing the Alert System</b>	Cancel any scheduled test of the system
	57	<b>Local Law Enforcement Notification</b>	Campus public safety should notify local law enforcement when sending out emergency alerts



## Coordinated Response: Recommended Guidelines

<b>Communications Equipment and Protocol</b>	58	<b>Achieving Interoperability</b>	Ensure that interoperable systems are operational
	59	<b>City Radios</b>	Additional radios should be made available for immediate deployment
	60	<b>Radio Cache</b>	Local law enforcement should ensure that all portable radio batteries are charged and portable radios are deployed to the campus
	61	<b>Gateways</b>	Gateways should be deployed
	62	<b>Shared Channels</b>	Designate a shared channel to be used throughout the incident
	63	<b>Plain Language on Radios</b>	Plain language should be used during all radio transmissions
<b>Regional Communications Plans and Exercises</b>	64	<b>Including Campus Public Safety</b>	Follow regional communications plans for achieving interoperability
	65	<b>Communications Exercises</b>	Implement lessons learned during communications exercises
<b>Identifying Potential Threats</b>	66	<b>Involving Campus Community</b>	Local and campus law enforcement should continue to reach out to students and faculty as well as the surrounding community for reported suspicious behavior or information regarding the incident
	67	<b>Workplace Violence</b>	Local and campus law enforcement should be aware of potential workplace violence situations which may require an alternative response
	68	<b>Mental Health Policy</b>	Mental health records of individual(s) involved in the critical incident should be released to local and campus law enforcement
	69	<b>Labs and Hazardous Materials</b>	Location of labs or warehouses with chemical materials should be available at the command center; security at locations should be increased
	70	<b>Chemical Inventory</b>	Inventory of chemical purchases should be available for analysis
<b>Threat Assessments</b>	71	<b>Conducting Assessments on Campus</b>	Review threat assessment and update according to immediate threats
	72	<b>Threat Assessments of Individuals</b>	The records of individuals suspected to be involved in the critical incidents should be accessed
	73	<b>Behavioral Assessment Teams</b>	Behavior assessment teams should be convened in order to provide guidance to local and campus law enforcement
	74	<b>Involving Local Law Enforcement</b>	Local law enforcement should be involved in analyzing and updating threat assessments



## Coordinated Response: Recommended Guidelines

<b>Sharing Potential Threats and Assessments with other Law Enforcement Agencies</b>	75	<b>Law Enforcement Records</b>	Campus public safety must be granted access to any records which are needed to provide a total picture for analyzing ongoing threats
	76	<b>Policies and Procedures</b>	Follow established procedure to share information between local and campus law enforcement agencies
	77	<b>Sensitive Information Sharing</b>	Provide local and campus police officers with updates on what kinds of things to look for, specific threats, and warning signs
	78	<b>Fusion Centers</b>	Local and campus law enforcement should engage the local fusion center to analyze data and provide intelligence
<b>Off-Campus Incidents</b>	79	<b>Student Code of Conduct</b>	Code of conduct should be enforced off-campus as necessary
	80	<b>Incident Reports</b>	Incident reports of student encounters with local law enforcement should be examined
	81	<b>Off-Campus Students</b>	Local law enforcement patrolling off-campus areas should report suspicious encounters with students
<b>Security for High-Profile/ Large Scale Events on Campus</b>	82	<b>Assessing Threats at Large Scale Events</b>	Use the resources of local law enforcement to analyze threats
	83	<b>Providing Security</b>	Local law enforcement should be available for additional security as required at large scale events
	84	<b>Including Other Law Enforcement Agencies</b>	Maintain established roles to prevent the breakdown of coordination; use unified command during large scale events
	85	<b>Media Attention</b>	Security for media should be increased and access should be limited
<b>Planning and Working with Local Media</b>	86	<b>Building Credibility with the Media</b>	Local and campus law enforcement should communicate immediately with the media and continue to work with the media jointly to show a cooperative relationship
	87	<b>Reporting to the Media</b>	Follow established policies and procedures regarding reporting responsibility
	88	<b>Briefings</b>	Hold daily briefings throughout the incident
	89	<b>Talking Points</b>	A designated officer, trained in media relations, should develop talking points for local and campus law enforcement
	90	<b>Developing Consistent Messages</b>	Use existing messages as a reference when developing statements for the media



## Coordinated Response: Recommended Guidelines

<b>Developing Protocol for Public Information Officers</b>	91	<b>Campus Public Information Officer</b>	The Campus PIO should be the primary contact for the media; Local law enforcement PIO should provide constant support
	92	<b>Public Information Officer Relationships</b>	PIOs should maintain relationships, discuss responsibilities, and share what information should be released to the media
	93	<b>Other Campus PIOs</b>	The PD Campus Liaison Officer should keep other campus PIOs up to date about ongoing incidents on campus, if appropriate
<b>Preparing Officers for Media Attention</b>	94	<b>Including PIOs at the Command Center</b>	PIOs should be included at the command center and receive periodic updates to provide information to the media
	95	<b>Training for Media</b>	Local law enforcement PIOs should continue to support campus PIOs
<b>Building a Positive Law Enforcement Image on Campus</b>	96	<b>Perception of Campus Security</b>	Local and campus law enforcement should reach out to students and faculty to encourage a positive image in the community
	97	<b>Law Enforcement Relationships</b>	Local law enforcement should demonstrate continued support for campus public safety
	98	<b>Outreach</b>	Continue to show unified front through joint communication to the campus community
<b>Community Policing for Students and Faculty</b>	99	<b>Interns and Student Police</b>	Interns and student cadets should be used during incidents to assist the community
	100	<b>Volunteer Groups</b>	Volunteer groups should be called to action to assist in response to critical incidents
	101	<b>Tip Lines/ Hotlines</b>	Hotlines should be established to provide information to callers as well as seek tips from community members with information pertinent to the incident



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# Recommended Guidelines: Action After an Incident on Campus

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Law enforcement will continue to have a role during the time following a critical incident on a campus. This time requires continued cooperation between local and campus law enforcement as officers review the response and begin identifying improvements to security efforts based on lessons learned from the particular incident. At the same time, law enforcement will have to be prepared for continued participation in media relations and provide the necessary support to the university by continuing to provide security and helping the university community deal with the stress imposed by the emergency.

If local and campus law enforcement follow the recommended guidelines in both the *Prevention and Preparedness* section and the *Coordinated Response* section, their actions during a critical incident will be more effective. The following guidelines are intended for use *After Action* and build on the previous guidelines by helping local and campus law enforcement secure the campus after the critical incident is over.

***“Campus public safety departments must continue to partner with local law enforcement after critical incidents in order to ensure the university continues business operations and returns to a safe learning environment as quickly as possible.”***

—Chief Carey Drayton, University of Southern California



# Coordination and Training

## Campus Liaisons

### Designate PD Campus Liaison Officer

- 1) *Local law enforcement should continue using the PD Campus Liaison Officer; there should be a back-up designated with familiarity with the campus to provide relief*

The campus police chief and command staff will be very busy dealing with recovery and rebuilding on campus. Therefore, the PD Campus Liaison Officer must continue to act as the consistent point of contact as recommended in the *Coordinated Response* section (page 56) to ensure the flow of information to the major city chief and senior executive command staff continues. A back-up liaison should be designated in the event the original liaison needs a break.

### Responsibilities of the PD Campus Liaison Officer

- 2) *The PD Campus Liaison Officer should continue to operate as primary point of contact between local and campus law enforcement*

The PD Campus Liaison Officer should be prepared to maintain a high level of support and communication with campus public safety as set forth in the previous guidelines (page 56) through the recovery process. An additional responsibility during this time will be to ensure an independent evaluation of both the local and campus law enforcement procedure and response.

## Reports

- 3) *The PD Campus Liaison Officer should ensure chiefs, directors, and command staff of both agencies receive copies of after-action reports*

With a multi-agency response, it is important to review the coordination and preparation of the agencies before and during the incident. The PD Campus Liaison Officer should review the after-action report from both agencies to ensure they are consistent. Any recommendations from those reports or from meetings should be considered for implementation.

## Communications Between Local and Campus Law Enforcement

### Formal Meetings

- 4) *Formal meetings should be scheduled to evaluate the law enforcement preparedness and response*

Following response by multiple agencies, formal meetings between multiple levels of law enforcement must be scheduled to evaluate and de-brief. If necessary, there should be several meetings to ensure attendance participants need sufficient time to prepare themselves and review actions during the incident.

### Informal Communications

- 5) *Communications should remain increased to advise officers in both departments of current events*



## After Action

During the recovery period, it is important to continue a high level of communications between local and campus officers. Departments must be coordinated to prepare for any continued threats. Maintaining the informal communications as recommended in the *Prevention and Preparedness* section (page 20) will provide officers with the necessary information to practice continued awareness.

### Meetings Between Local and Campus Law Enforcement

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#### Chief/ Director

- 6) *The major city chief should make plans to move the regularly scheduled meeting forward to discuss response and recovery to the critical incident*

A meeting should take place between the major city chief and the campus chief as soon as possible. The chiefs should make the effort to assure the community that both local and campus law enforcement are working together to keep all residents safe. The chiefs should discuss policy issues relating to the incident response as well as any other necessary topics such as public relations.

#### Senior Executive Command Staff

- 7) *Local senior executive command staff should continue to be a presence on campus, as necessary*

Depending on the extent of damage caused by the critical incident, the member of the senior executive command staff who represented local law enforcement on campus during the critical incident may need to maintain a presence on campus for support. At minimum, this command staff member

should be kept updated on new developments and attend briefings for the after-action report.

#### District Command Staff

- 8) *District command staff should continue daily briefings with campus public safety directors and/or command staff*

It is the responsibility of the district commander to ensure the campus has sufficient assistance following the incident, such as additional officers to staff media events or patrol campus. The district commander should meet with the campus chief and the PD Campus Liaison Officer to secure these resources. Following the incident, the district command should review his or her ongoing role at the campus to determine whether there was sufficient coordination to provide proper response as recommended in the *Prevention and Preparedness* and *Coordinated Response* sections.

#### Patrol Officers

- 9) *Patrol officers should meet formally to give input on response*

While formal meetings between patrol officers were not recommended in the previous sections, it is important for patrol officers to meet following a critical incident. Officers will be able to discuss with each other what worked and what didn't during the response. This will also offer officers an opportunity to reflect on the skills of both departments and identify suggested changes to policy.



## After Action

### Campus Information and Response Procedures

- 10) *Local and campus law enforcement should review tactical and emergency response plans in a joint meeting*

Assuming the recommended guidelines from *Prevention and Preparedness* section were followed, officers should have practiced these plans prior to response. According to the *Coordinated Response* guidelines, the plan should have been reviewed during the incident. Local and campus law enforcement must review whether these guidelines were followed, while at the same time reviewing the effectiveness of the tactical plans. It is important this is done in a joint setting so officers can compare experiences with response plans.

### Reports

- 11) *After meetings there should be reports submitted to the PD Campus Liaison*

The PD Campus Liaison Officer should continue compiling reports of all meetings following the critical incident. These reports will be helpful for the after-action report. In addition, the liaison can pull reports which were previously written to comply with recommended guidelines from the previous sections (see pages 22 and 56) to develop comprehensive recommendations or new policies submitted to the major city chief.

### Communications Between Campuses

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#### Campus Relationship

- 12) *The PD Campus Liaison Officer should keep campuses up to date on any new developments*

Through the after action period, lessons learned by the affected campus should be shared with other campuses. Having accurate information will assist campuses in reassuring students, faculty and parents at other schools in the city that local law enforcement is working to prevent other critical incidents and improve response efforts.

### All-Campus meetings

- 13) *A regional meeting should be held with all campus public safety directors to discuss lessons learned and review new procedures*

The PD Campus Liaison Officer should arrange a meeting with all campus public safety directors in the jurisdiction as soon as possible after the incident, especially if local law enforcement changes city-wide policy dealing with campuses. This meeting can address topics such as the response, implications on campus security in the region, and other suggestions for local law enforcement coordination.

### Communications with Federal and State Officials

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#### Identifying Roles

- 14) *Review role of Federal and State officials in critical incident response*

The role played by Federal and State officials should be compared to the anticipated role planned in emergency response and tactical plans. (See *Prevention and Preparedness*, page 22 and *Coordinated Response*, page 59 for recommended guidelines on Federal and State roles.) A review of actual roles should be included in the after action report.



### Meetings

- 15) *Federal and State officials should be invited to attend the meeting with all campus public safety directors following the incident*

Combining the meeting recommended in #13 with Federal and State officials will give other campus chiefs the opportunity to discuss the desired roles. At the time of the meeting, officials can decide if the date set for the annual meeting (recommended in *Prevention and Preparedness* page 23) needs to be kept or postponed for another year.

### Communications with University Administration

#### PD Campus Liaison Officer

- 16) *The PD Campus Liaison Officer should continue working with campus public safety and university administrators to address additional concerns after the critical incident*

University administrators will have the task of managing the recovery effort after the critical incident. Continued safety on campus will be one concern this time. The PD Campus Liaison Officer and campus public safety should keep the administration informed of safety efforts.

#### Chiefs and Administration

- 17) *The major city chief should meet with university administrators after a critical incident*

University administrators and the major city police chief should meet with each other to review the law enforcement response as well as develop a consistent message for the public supporting the actions of each agency.

The major city chief may want to consider combining the meeting recommended with the campus chief (page 120, #6). Holding a joint meeting between the university president or other administrators and the campus chief will provide an opportunity to review funding requests and new security measures proposed by campus public safety.

### 9-1-1 Calls

#### Recognizing Emergency Calls

- 18) *Keep dispatchers informed about threats on campus*

Dispatchers should be prepared for increased calls to 9-1-1, even after the critical incident is resolved. It is the responsibility of the local law enforcement to keep city dispatchers aware of whether any threat remains. Review and update transfer procedures as necessary.

#### Emergency Call Protocol

- 19) *Dispatchers should review process and training for 9-1-1 calls on campus*

Dispatchers should participate in the after-action report. There should be an analysis of the procedure used to notify campus or local law enforcement about emergency calls on campus. Inquiries should focus on whether dispatchers receive sufficient training or notice about emergency calls for campus as recommended in *Prevention and Preparedness* page 24.

#### Student and Faculty Notification

- 20) *Reminders should be sent to the campus community about how to contact law enforcement on campus*



## After Action

Local and campus law enforcement should provide the campus community with details from actual calls to 9-1-1, or the campus emergency number. If the wrong number was called, reviewing this information will provide students and faculty incentive to remember the number to call for the fastest emergency response on campus. Literature (recommended in the *Prevention and Preparedness* section page 25) should be distributed to students.

### **Joint Training and Exercises**

#### **Building Relationships**

- 21) *Review critical incident response and identify additional training to build relationships*

Incorporated with the after-action report should be an analysis of the relationships between local and campus law enforcement. Based on this analysis, the PD Campus Liaison Officer should work with the campus public safety director and local law enforcement command staff to identify additional joint training and exercises where local and campus law enforcement can build relationships.

#### **Patrol Officer Training**

- 22) *Local law enforcement and campus public safety patrol officers should resume joint training*

There should be an emphasis placed on training officers together who did not have the opportunity to work together during the critical incident. Officers should have the opportunity to express their opinion whether joint training improved coordination during the critical incident where local and campus law enforcement can build relationships.

#### **Critical Incident Response Training**

- 23) *Resume joint critical incident response training*

Critical incident response training should resume as soon as possible and should apply lessons learned from the incident. Command staff should compare training versus the actual response to the critical incident. Based on this comparison, training should be altered as appropriate.

#### **Campus Training**

- 24) *Begin joint training activities as soon as possible including a joint evaluation of incident response*

If necessary, re-locate training activities to local law enforcement facilities in order for local and campus officers to resume training together as recommended in the *Prevention and Preparedness* section (page 25). As a part of joint training, officers should evaluate the response by all law enforcement agencies. Evaluating the response together will emphasize that it was a joint law enforcement response.

#### **Campus Drills and Exercises**

- 25) *Continue drills and exercises on campus when appropriate and use exercises to evaluate the response to the critical incident*

Reschedule any cancelled drills or exercises on campus after an appropriate amount of time has passed and the campus has returned to normal. Bear in mind students and faculty could be upset to see law enforcement exercises after critical incidents. Local law enforcement who did not respond to campus during the critical incident should participate in exercises on campus. The PD Campus



## After Action

Liaison Officer should work with campus public safety to identify additional drills and exercises to conduct on campus.

### Quality of Training

- 26) *Continue quality focused training activities*

Local and campus command staff should evaluate whether training prior to the critical incident (as recommended in *Prevention and Preparedness* page 26) provided sufficient opportunity to develop cooperative response. Command staff should consider increasing or re-focusing training if it does not appear officers are receiving enough training to be prepared for response.

### Joint Patrols

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#### Scheduled Joint Patrols

- 27) *Increased joint patrols should continue until campus returns to level of normalcy*

Continuing joint patrols both on and off campus will encourage the perception of continued cooperation between the local and campus departments.

#### Campus Tours

- 28) *Campus tours should be given to officers from local departments who were not involved in the critical incident*

When activity on campus has returned to normal, campus public safety should begin offering tours recommended in *Prevention and Preparedness* section (page 26) to local officers again. These tours will serve as both an educational lesson in order for officers to learn from the incident and gain familiarity with the campus.

### Patrols on Campus

- 29) *Local law enforcement should offer to continue patrols on campus*

After a critical incident on campus, law enforcement will need to maintain a significant presence to maintain order, but officers who responded to the critical incident will need rest. If campus public safety does not have enough officers to increase patrols on campus, local law enforcement should provide officers.

### Patrols off Campus

- 30) *Increased patrols should continue to maintain order off campus*

The district commander in the area surrounding the campus should maintain the increased patrols in that area (recommended in *Coordinated Response* page 62) in order to be prepared for any remaining disturbance after the incident. Increased patrols will also help relieve anxiety of the community after a critical incident.

### Maps and Other Electronic Capabilities

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#### Knowledge of Maps and Other Systems

- 31) *All maps and other electronic resources should be inventoried and returned to proper locations*

The PD Campus Liaison Officer should review the resources available prior to the incident (*Prevention and Preparedness* page 27) and compare it with those available after. The PD Campus Liaison Officer should also make note of which resources were most helpful during the incident and what additional resources were needed.



## After Action

### Paper Maps of Campus

- 32) *Maps should be updated and replaced for future use*

All officers working for both local and campus law enforcement should be given updated maps of the campus. The PD Campus Liaison Officer should include in the after action report whether the maps were helpful and whether maps need to be accessible at any other locations on campus.

### Electronic Maps of Campus

- 33) *The use of electronic maps should be reviewed and maps updated*

The PD Campus Liaison should informally survey local and campus officers to determine whether electronic maps were easily accessed by CAD systems during the critical incident as recommended in *Coordinated Response* page 62. Recommendations should be made on how to improve this system.

### Building Diagrams and Blueprints

- 34) *Building diagrams should be reviewed for accuracy and returned to proper location*

Campus public safety should work with the campus building engineer department to review all building diagrams. The PD Campus Liaison Officer should check and make sure all building diagrams are returned to their correct location after this update.

### Diagrams of Tunnel Systems

- 35) *Continue monitoring tunnels for a period after a critical incident and update diagrams as necessary*

Ensure tunnels are secure following the critical incident and that proper threat

assessments have been conducted on tunnel systems. Campus public safety should also take this opportunity to evaluate whether the university tunnel system can be made safer.

### Interactive Mapping Software

- 36) *Evaluate effectiveness of software program*

Any additional information learned during use of the software program should be updated. Any officer who used the system during the incident should contribute to a report on whether the system provided adequate services. The PD Campus Liaison Officer should share this information with other campuses to encourage or discourage the purchase of this type of equipment. Additional officers should be trained on the system if necessary.

### Surveillance Cameras

- 37) *Update location and position of surveillance cameras in database*

Local and campus law enforcement should review surveillance tapes from public and private cameras when evaluating response. The location of any additional cameras should be noted in the database and law enforcement should use this opportunity to solicit support from additional private organizations to join the database.

### Student Profiles and Photographs

- 38) *Ensure student records are updated and secured after the critical incident*

Local law enforcement should return any photos or profiles of students or faculty to campus public safety.



### Developing and Implementing Emergency Response Plans

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#### Role of Campus Public Safety

- 39) *Campus public safety should be in charge of conducting a formal review of the emergency response plan*

After the response to the critical incident is over, campus public safety must lead the task of reviewing the emergency response plan. The old plan must be compared to actual events during the incident. The PD Campus Liaison Officer should assist campus public safety in gathering the people necessary to review the plan.

#### Role of University Administration

- 40) *University administration should participate in the formal review of the emergency response plan*

University administrators should participate in the review of the emergency response plan. It is important to include administrators' input on emergency plans as recommended in the *Prevention and Preparedness* section (page 29). This will ensure that the needs of the campus are balanced with the response by law enforcement.

#### Role of Local Law Enforcement

- 41) *Local law enforcement should provide guidance and input to campus public safety during the emergency response plan review*

Local law enforcement should provide an objective assessment of the campus emergency response plan and its effectiveness during the critical incident.

Officers who had significant roles should provide comment on whether or not certain procedures need to be changed. Comments will assist campus public safety updating the emergency response plan.

#### National Incident Management System (NIMS)

- 42) *Campus public safety should ensure the emergency response plan remains NIMS compliant*

During the formal review process, campus public safety must make sure any changes to the plan keep the plan compliant with NIMS requirements. Local law enforcement officers should review the plan before it is finalized.

### Sharing Emergency Response Plans

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#### Providing Emergency Response Plans

- 43) *Updated copies of the emergency response plans should be given to local law enforcement*

When changes are made to the emergency response plan, it is essential that local law enforcement receives a copy of the new plan to comply with recommended guidelines from the *Prevention and Preparedness* section (page 30). In addition, campus public safety command staff should review the changes in person with the district commander.

#### Access to Emergency Response Plan

- 44) *Local law enforcement should assist campus public safety in notifying the campus community about changes in the revised emergency response plan*

The anxiety caused by a critical incident



## After Action

will have people focused on safety, and it is a good time to emphasize the university emergency response plan. Local and campus law enforcement should provide seminars on the roles and responsibilities of students and faculty during emergencies after the emergency response plan has been updated.

### Sharing Emergency Response Plans between Campuses

- 45) *PD Campus Liaison Officer should send updates of emergency response plans with all campuses*

Campus emergency response plans should be reviewed during a meeting of all campuses. A change made in one campus plan because of actual events may influence another campus to change response procedures based on similar circumstances.

### Including Federal and State Officials

- 46) *Revised emergency response plans should be shared with Federal and State officials*

If changes are made to emergency response plans which alter the role of other law enforcement agencies, those plans should be distributed to those agencies. Federal and State officials should participate in the meeting with all campuses when they review changes to emergency response plans.

### Exercising Emergency Response Plans

#### Table-Tops and Practical Drills

- 47) *A table-top drill should be scheduled to review any changes made to the emergency response plans*

Any changes made to the emergency response plan should be exercised as soon as possible. If necessary, make changes to the way practical drills and table-top exercises are performed to be more prepared for critical incidents response.

#### **Spotlight- Required Emergency Response Plans**

Following the tragedy at Virginia Tech, Virginia State Legislators passed House Bill 1449, effective July 1, 2008. This legislation requires all public colleges and universities to develop and keep current a written emergency response plan. This plan is to be reviewed and revised every four years and certified in writing to the Virginia Department of Emergency Management. Colleges and universities are also responsible for developing a violence prevention committee or threat assessment team. This assessment team will include members from student affairs, law enforcement, human resources, counseling services, residence life, and other departments as needed. Committees are responsible for providing guidance, intervention, and taking action when necessary. A first warning notification and emergency broadcast system must be located on every public college and university campus.

Virginia legislators changed the Office of Emergency Management to the Department of Emergency Management. The Department of Emergency Management is responsible for a number of necessary functions regarding campus security. Some of these functions include conducting a statewide emergency management assessment, preparing and maintaining emergency resource management plans, and coordinating intelligence activities. More information on House Bill 1449 can be found on the Virginia General Assembly website at <http://legis.state.va.us/>.



## After Action

### Administration Training

- 48) *Review status of university administrators who have completed NIMS training; schedule training for those not compliant to attend classes*

Following a critical incident on campus, it will be easier to convince administration to comply with NIMS training requirements. Local law enforcement should assist campus public safety in persuading all members of campus public safety and administration to complete training.

### Reviewing the Emergency Response Plan

- 49) *Conduct full review of emergency response plan after tensions on campus ease*

The campus emergency response plan should be reviewed by both local and campus law enforcement in partnership with university administration. A review team should review the original emergency response plan developed during the *Prevention and Preparedness* phase (page 31), investigate any deviations from the plan during the incident, and make any revisions based on this review.

### Other Emergency Response Plans

#### City Emergency Response Plans

- 50) *Review city emergency response plans to account for the impact of incidents on campus*

The critical incident on campus impacts the surrounding community. Local law enforcement should review implementation of the city emergency response plan to see

whether changes need to be made for more appropriate response on campus.

### Business Continuity Plans

- 51) *Business continuity plans should be implemented to ensure a seamless transition from emergency response to continued operations on campus*

Local and campus law enforcement should be prepared to work with university administration in assessing impact of the critical incident and providing sufficient support for implementing the business continuity plan. As recommended in the *Prevention and Preparedness* and *Coordinated Response* phases, law enforcement should know their role in this plan prior to implementation.

#### **Business Continuity Plans**

Many campuses and cities will have business continuity plans along with their emergency response plans. Colleges and universities are in the business of teaching. These plans center on restoration and recovery from a disaster. The campus business continuity plan will focus more on continuing education after an incident and restoring normalcy on campus.

After an incident on campus, it is important to return to learning as quickly as possible, while maintaining a safe campus. Most campuses have developed business continuity plans to ensure the business of learning doesn't stop. Both local and campus law enforcement should be aware of these plans, and participate in either the campus or city continuity plans. Law enforcement involvement in developing these plans will provide a realistic estimate of how long it will take to recover from critical incidents.



### Emergency Alert Systems

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#### Multiple Systems

- 52) *Updates following the critical incident should continue to be sent via the emergency alert system*

Depending on the urgency of the notices, alerts should begin to lessen in order to limit the intrusiveness on lives. The campus website or emails can be used for daily updates while text messaging or speaker announcements should be limited. It is important to keep the community informed after a critical event, but the focus should be on returning to normalcy.

#### Complementary Alert Systems

- 53) *Local law enforcement should send urgent updates on the city system*

Local law enforcement should keep the off-campus community informed of any updates via the alert system. Local law enforcement should consider posting the same information as the campus does on the city website or post links to the campus website on the city website.

### Using the Emergency Alert System

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#### Alert System Participation

- 54) *Survey students and faculty regarding effectiveness of alerts and present results to campus*

Following a critical incident, law enforcement should approach the administration at this time to consider creating an opt-out clause to increase participation. As a part of the after-action report, students and faculty should be

surveyed to see whether the alert system was effective.

#### Promoting the Alert System

- 55) *Organize events held by law enforcement to encourage students and faculty to sign up for alerts*

Local and campus law enforcement should organize a promotion for the alert system to encourage students and faculty to sign-up. Campus public safety should promote the system as an emergency alert system.

#### Testing the System

- 56) *Schedule a test of the system after a critical incident to include new registrants*

After law enforcement and university administration have had time to review the effectiveness of the alert system, the system should be tested again. It is important to test the system if more people signed up for the system after the incident. Afterwards, campus public safety should go back to testing the system about once per semester.

#### Local Law Enforcement Notification

- 57) *Campuses should continue to notify local law enforcement of any urgent alerts sent out*

Campus public safety should keep local departments informed of new updates. Local and campus law enforcement should compare effectiveness of alerts systems.



# Interoperable Communications

## Communications Equipment and Protocol

### Achieving Interoperability

- 58) *Review effectiveness of equipment for purposes of achieving interoperability*

As a part of the response review, the success of communications equipment should be evaluated. Based on this evaluation, recommendations for equipment may be presented to university or city officials.

### City Radios

- 59) *Evaluate radio communications on campus after returning additional radios*

After the critical incident, the need for city radios should be reviewed. Campuses with financial limitations for communications equipment should keep at least one city radio. At this time, local law enforcement should consider increasing the number of city radios present on campus.

### Radio Cache

- 60) *Reduce the number of radios deployed in coordination with the reduction of officers deployed on campus*

As the critical incident is resolved, radios from the city should be returned. Local law enforcement communications experts should examine all radios for malfunction or maintenance and return the radios to the proper location to be charged and retrieved for use in another incident.

### Gateways

- 61) *Gateway should be returned to the proper location and evaluated for effectiveness*

Communications experts from local and campus law enforcement should evaluate gateway operation. Any necessary maintenance repairs or additional parts required for optimal use should be completed. Plans for exercising the gateways after repair work should be made.

### Shared Channels

- 62) *Conduct evaluation of governance and equipment usage for shared system*

Local and campus law enforcement agencies who operate on shared channels should conduct a review of existing policies for operating on these channels during the critical incident. This review should address whether proper protocol was followed during the incident and what improvements need to be made. Successful use of shared channels should be shared with other campuses in the region.

### Plain Language on Radios

- 63) *Continue to encourage the use of plain language during radio transmissions*

Radio transmissions following critical incidents should continue to use plain language. Any problems with radio transmissions that occurred during response to the critical incident should be reviewed for the after action report in order for both



local and campus law enforcement to begin changing everyday procedure for radio transmissions.

### **Regional Communications Plan Development**

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#### **Including Campus Public Safety**

- 64) *Revise and update regional communications plan according to new developments in emergency communications*

A regional meeting should be held to review the communications plan and evaluate how the plan withstood incident response. The regional communication director should be included in communications assessment after the response, along with, representatives from local and campus law enforcement.

#### **Communications Exercises**

- 65) *Results from interoperability exercises should be compared with actual incident communications*

When reviewing communications during the critical incident, attention should be paid to whether recommendations from previous communication exercises were followed. Plans should be made for new communications exercises as soon as new equipment or plans are in place.



# Potential Threats and Risk Assessment

## Identifying Potential Threats

### Involving Campus Community

- 66) *Local and campus law enforcement should continue to seek information from the community*

Throughout the after action period, both law enforcement agencies should continue to work with the community to monitor ongoing threats in addition to investigating any incidents in the community. It is important to emphasize to the community that all information should be shared with law enforcement even if it is too late to prevent an incident.

### Workplace Violence

- 67) *Review the existing policy for recognizing and reporting workplace violence*

In response to an incident of workplace violence on campus, local and campus law enforcement should work together to promote training to recognize the potential for violence and minimize stress in the workplace. Law enforcement should increase seminars on recognizing the potential for workplace violence, make changes to training when needed, to keep up to date on changes in behavior and types of threats.

### Mental Health Policy

- 68) *Law enforcement should be involved in the review of the university's mental health policy*

Following a critical incident on campus, a review of the current mental health policy should take place. It is critical that any review of this policy takes place with the cooperation of law enforcement representatives, either from campus or local agencies.

### Labs and Hazardous Materials

- 69) *Local and campus law enforcement should review policies relating to labs and other locations of hazardous materials*

Due to the ongoing threat during a recovery period, officers should review policies established during the *Prevention and Preparedness* phase (page 37). In addition, campus public safety should continue to work with the university to maintain updated lists on labs and hazardous chemicals on campus.

### Chemical Inventory

- 70) *Evaluate access to high-value materials and chemicals on campus*

University policy regarding students or faculty ordering hazardous materials should be reviewed. Campus law enforcement should be a part of any discussion regarding hazardous materials on campus.



### Threat Assessments

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#### Conducting Assessments on Campus

- 71) *Following a critical incident, a new threat assessment should be conducted*

As recommended in the *Prevention and Preparedness* guidelines (page 38), campus public safety should lead a multi-disciplinary team to conduct the assessment, taking into account new threats following the critical incident. Local law enforcement should act as advisers for campuses with sufficient capacity to conduct their own assessment. Schools without the capacity to conduct their own threat assessment should seek assistance from local law enforcement.

#### Threat Assessments of Individuals

- 72) *Local and campus law enforcement should continue to monitor individuals who pose an ongoing threat*

There will be an ongoing threat to campus from individuals who were either involved in the critical incident, or who might take advantage of the weakened campus. Law enforcement must continue to protect the campus and surrounding community with continued threat assessments of these individuals.

#### Behavioral Assessment Teams

- 73) *Behavioral assessment teams should meet to review practices and procedures as well as contribute to the ongoing investigation and recovery efforts*

Behavior threat assessment teams should continue to meet after critical incidents

have been resolved to evaluate persons under observation. Law enforcement will need mental health providers and faculty, to assist in the investigation and provide information about motive, etc. In addition, the team should review their own procedures and review policies established during the *Prevention and Preparedness* phase (page 38) to ensure the purpose of the group is met effectively.

#### Involving Local Law Enforcement

- 74) *Local law enforcement should conduct a threat assessment after a critical incident on campus*

Following a critical incident, it is especially important that potential threats to campus have been sufficiently identified and planned for. Local law enforcement should conduct their own assessment, and then compare it with the results of campus public safety. This will offer an objective view of potential threats.

### Sharing Potential Threats and Assessments with other Law Enforcement Agencies

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#### Law Enforcement Records

- 75) *Campus public safety should use the recent critical incident to reinforce the importance of sharing law enforcement records*

Local law enforcement should help campus public safety assess their method for labeling records as “law enforcement.” Immediately following a critical incident, it may be easier to persuade university administration and legal advisers that a broader definition



## After Action

of “law enforcement record” is needed. If necessary, the major city chief or senior executive command staff should get involved in discussions with administration about the balance between privacy rights and public safety.

### Policies and Procedures

- 76) *Local and campus law enforcement should review the policies and procedures for sharing information*

If law enforcement has written policies or agreements (e.g., in the form of an MOU), these formal agreements need to be reviewed for effectiveness. For agencies without written policies or agreements, this may be the time to explore the option of writing a document to describe the informal and/or formal information sharing relationship between the agencies as recommended in the *Policies and Agreements* guidelines (page 9).

### Sensitive Information Sharing

- 77) *Information must continue to be shared between both local and campus law enforcement*

Following a critical incident, it may be natural for law enforcement to lower their alertness to potential threats and warning signs. It is important that both local and campus law enforcement officers are encouraged to keep monitoring the on- and off-campus areas and share any sensitive information between departments during the recovery process.

### Fusion Centers

- 78) *The Fusion Center should continue processing data received during and after the critical incident*

Local and campus law enforcement should continue working with the Fusion Center to analyze information throughout the region which may relate to the incident on campus. If the campus public safety department does not have representation at the local fusion center, the PD Campus Liaison Officer should ensure appropriate intelligence, developed by fusion center analysts, is shared with the campus as recommended in the *Prevention and Preparedness* (page 39) and *Coordinated Response* (page 71) sections.

### Off-Campus Incidents

#### Student Code of Conduct

- 79) *University administration should consider whether the student code of conduct needs to be updated in response to the critical incident*

Campus public safety should work with university administration to determine if any changes to the student code of conduct would assist in keeping the community safer. Campus public safety should inform local law enforcement of any changes to the university code of conduct policies and work to enforce these policies off campus.

#### Incident Reports

- 80) *The process for notifying campus public safety about student encounters with local law enforcement should be reviewed*

Local law enforcement should review the effectiveness of their procedure for notifying



## After Action

campus public safety about students' interaction with law enforcement off campus. For example, if local law enforcement has contact with a student who appears to be mentally unbalanced or exhibits erratic behavior, the officer should provide campus public safety with all incident reports.

### Off-Campus Students

- 81) *Local and campus law enforcement should work to remind students living off campus about the code of conduct*

Reminders should be sent to all students, especially targeting those off campus, that just because they do not live on campus does not mean they stop being under the authority of the college or university.

### Security for High Profile/ Large Scale Events on Campus

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#### Assessing Threats at Large Scale Events

- 82) *Local and campus law enforcement should review the threat assessment process for large scale events on campus*

Large scale events should be closely monitored for potential threats. While, it is important to hold events on campus during the recovery period, safety must be the first concern. Local and campus law enforcement should be sure to follow all unified command procedures as recommended in the *Prevention and Preparedness* and *Coordinated Response* sections.

### Providing Security

- 83) *Increased numbers of local law enforcement officers should continue to be available for additional security at large scale events*

Law enforcement must remain ready to respond after the incident is resolved. In order to provide security and follow the unified command structure, local law enforcement officers should be available for security at large scale events instead of private security officers.

### Including Other Law Enforcement Agencies

- 84) *Planned roles must be maintained during large scale events*

Following a critical incident there may be more law enforcement agencies represented in the campus area. It is important to follow assigned roles as practiced through ICS training.

### Media Attention

- 85) *Law enforcement should continue to consider media attention at large scale events in threat assessments*

Law enforcement should be prepared for increased media attention at a large scale event following a critical incident on campus. Additional security should be provided to coordinate the media and maintain control over broadcasts.



# Media and Public Relations

## Planning and Working with Local Media

### Building Credibility with the Media

- 86) *Continue to educate the media on the joint response and subsequent cooperation in investigating the critical incident on campus*

During the period after the critical incident, the media will analyze the response procedures by all law enforcement. It is important that local and campus law enforcement continue to coordinate interaction with the media as recommended in the *Prevention and Preparedness* and *Coordinated Response* sections (pages 43 and 73). Incident response can quickly turn into a public relations nightmare if the media perceive law enforcement is not being forthcoming or truthful.

### Reporting to the Media

- 87) *Continue working with the media to control the message and minimize attention on suspects/perpetrator*

Following the critical incident, established policies and procedures (*Prevention and Preparedness* page 43) should be used to provide joint updates. Campuses should request the media to limit the attention placed on the identified suspects, because focusing on a suspect glorifies the actions and having a strong pre-existing relationship will help PIOs make these requests to media.

## Briefings

- 88) *Local and campus law enforcement should continue daily briefings to update media on after action efforts*

Both local and campus law enforcement should continue to provide the media with accurate information about the investigation. These updates should be given to the media at least daily with information relating to the investigation. During major breaks in the investigation, the campus public safety director and district commander or senior executive command staff, along with a member of the university administration should give a joint media briefing.

## Talking Points

- 89) *Talking points should continue to be used for all media briefings*

Using talking points during briefings will ensure the PIOs or other law enforcement maintains a consistent message. Talking points will keep media briefings short while ensuring accurate and appropriate information is distributed to the public through the media.

## Developing Consistent Messages

- 90) *Revise or produce new messages based on lessons learned from critical incident*

Following an incident, local and campus law enforcement should revise existing consistent messages, taking into account the experience with the media during the critical incident. Revised and/or new messages can assist



## After Action

law enforcement in releasing statements to the media faster and addressing the questions reporters will have regarding law enforcement response.

### Developing Protocol for Public Information Officers

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#### Campus Public Information Officer

- 91) *Campus PIO should continue acting as the primary contact with media*

Local law enforcement should continue supporting campus public safety throughout the after action period. Local PIOs should be present at every press conference and assist with developing press releases and advisories as recommended in the *Prevention and Preparedness* and *Coordinated Response* sections.

#### Public Information Officer Relationships

- 92) *Local and campus PIOs must continue to work with each other long after the law enforcement response on campus is over*

Media attention will build after the incident and it is important that local and campus PIOs maintain their roles and support each other through this recovery period. PIOs will have to balance the amount of information shared with the ongoing investigation. In addition, university relations and administration will want to send out information to reassure students, staff and the community. PIOs must work with university relations to ensure this information assists and does not hinder the law enforcement recovery and investigation.

#### Other Campus PIOs

- 93) *Other Campus PIOs should discuss lessons learned from media experiences*

A meeting should be scheduled between all campus PIOs in the region to discuss the media relations response to the critical incident. The PD Campus Liaison Officer should arrange this meeting. The group may also consider inviting members of the media to a portion of the meeting to build relationships and learn types of information the media will want during a critical incident.

### Preparing Officers for Media Attention

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#### Including PIOs at the Command Center

- 94) *PIOs should continue to receive accurate information from incident commanders*

PIOs should remain up-to-date on the investigation and recovery process in order to accurately answer questions from the media during the time after the critical incident. PIOs should be present at meetings of university administration as they begin implementation of the business continuity plan. PIOs should also be present during briefings by the incident commanders or campus public safety directors regarding the ongoing investigation.

#### Training for Media

- 95) *Local PIOs should continue to support campus PIOs for the duration of substantial media coverage on campus*



Depending on the extent of the critical incident, local PIOs should continue working with campus PIOs, ensuring accurate information is provided in a timely manner. This is especially important if national media continues to cover the event into the recovery period. Student, faculty, and the community will need some time to recover from the event. The more information law enforcement can provide to the media, the less room there will be for impromptu interviews of the campus community during the recovery period.

### **Building a Positive Law Enforcement Image on Campus**

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#### **Perception of Campus Safety**

- 96) *Local and campus law enforcement should continue to provide information for students, faculty, and the community*

After a critical incident it will be important to maintain a positive image for law enforcement. Much like the relationship with the media, it is important for law enforcement to be honest and forthright with the campus community. Law enforcement should continue to reach out to students and faculty groups to educate the campus on the responsibilities of law enforcement. In addition, both local and campus law enforcement should be prepared for questions from parents of students who will require assurance of student safety on campus.

#### **Law Enforcement Relationships**

- 97) *Local law enforcement should continue supporting campus public safety by assisting with briefings and security on campus*

Local and campus law enforcement should plan a joint information session for students and faculty, in order to provide an explanation on incident outcome. This will reassure all concerned community members that law enforcement has the capacity to secure the campus and the surrounding community. It is especially important that local law enforcement is supportive and confident in the abilities of campus public safety.

#### **Outreach**

- 98) *Update campus community through joint communication*

Messages should be distributed to students and faculty as well as the non-campus community via email, website postings, and/or leaflets. Similar to messages distributed during the incident (*Coordinated Response* page 75), messages during the recovery period should come from both local and campus law enforcement with the contact information from both departments. In addition to students and faculty, law enforcement should also assist the university administration in preparing a letter to parents.



### Community Policing for Students and Faculty

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#### Interns and Student Police

- 99) *Interns should be included on incident debriefings and remain active throughout the recovery period*

Reviewing the law enforcement response from a critical incident will be a good lesson for students considering a career in criminal justice. However these students can also be an asset to law enforcement when writing after-action reports. Additionally, student interns can continue to assist in organizing volunteer groups and other interaction with the campus community.

#### Volunteer Groups

- 100) *Law enforcement should continue to use volunteer groups on campus to assist in returning to learning*

During the after action phase, local and campus law enforcement should continue working with student and faculty volunteers. Volunteers can be used to distribute updated emergency response plans, organize safety classes, and ensure the campus is receiving the support it needs from the administration.

#### Tip Lines/Hotlines

- 101) *Continue hotline/tip line to provide updates and information*

The hotline should remain active through the after action phase. The hotline may be a way for the campus community to report additional information for the investigation, but it can also be used for people who have specific questions regarding the incident.



## After Action: Recommended Guidelines

<b>Police Department Campus Liaison Officer</b>	1	<b>Designate a PD Campus Liaison Officer</b>	Local law enforcement should continue using the PD Campus Liaison Officer; there should be a back-up designated with sufficient familiarity with the campus to provide relief
	2	<b>Responsibilities of a PD Campus Liaison Officer</b>	The PD Campus Liaison Officer should continue to operate as primary point of contact between local and campus law enforcement
	3	<b>Reports</b>	The PD Campus Liaison Officer should ensure chiefs, directors, and command staff of both agencies receive copies of after-action reports
<b>Communications Between Local and Campus Law Enforcement</b>	4	<b>Formal Meetings</b>	Formal meetings should be scheduled to evaluate the law enforcement preparedness and response
	5	<b>Informal Communications</b>	Formal meetings should be scheduled to evaluate the law enforcement preparedness and response
<b>Meetings Between Local and Campus Law Enforcement</b>	6	<b>Chief/Director</b>	The major city chief should make plans to move the regularly scheduled meeting forward to discuss response and recovery to the critical incident
	7	<b>Senior Executive Command Staff</b>	Local senior executive command staff should continue to be a presence on campus, as necessary
	8	<b>District Command Staff</b>	District command staff should continue daily communications with campus public safety directors and/or command staff
	9	<b>Patrol Officers</b>	Patrol officers should meet formally to give input on response
	10	<b>Campus Information and Response Procedures</b>	Local and campus law enforcement should review tactical and emergency response plans in a joint meeting
	11	<b>Reports</b>	After meetings there should be reports submitted to the PD Campus Liaison Officer
<b>Communications Between Campuses</b>	12	<b>Liaison Relationship</b>	The PD Campus Liaison Officer should keep campuses up to date on any new developments
	13	<b>All-Campus Meeting</b>	A regional meeting should be held with all campus public safety directors to discuss lessons learned and review new procedure
<b>Communications with Federal and State Officials</b>	14	<b>Identifying Roles</b>	Review role of Federal/State officials in critical incident response
	15	<b>Meetings</b>	Federal and State officials should be invited to attend the meeting with all campus public safety directors following the incident



## After Action: Recommended Guidelines

<b>Communications with University Administration</b>	16	<b>PD Campus Liaison Officer Role</b>	The PD Campus Liaison Officer should continue working with campus public safety and university administrators to address additional concerns after the critical incident
	17	<b>Chief and Administration</b>	The major city chief should meet with university administrators after a critical incident
<b>9-1-1 Calls</b>	18	<b>Recognizing Emergency Calls</b>	Keep dispatchers informed about threats on campus
	19	<b>Emergency Call Protocol</b>	Dispatchers should review process and training for 9-1-1 calls on campus
	20	<b>Student and Faculty Notification</b>	Reminders should be sent to the campus community about how to contact law enforcement on campus
<b>Joint Training and Exercises</b>	21	<b>Building Relationships</b>	Review critical incident response and identify additional training to build relationships
	22	<b>Patrol Officer Training</b>	Local law enforcement and campus public safety patrol officers should resume joint training
	23	<b>Critical Incident Response Training</b>	Resume joint critical incident response training
	24	<b>Campus Training</b>	Begin joint training activities as soon as possible including a joint evaluation of incident response
	25	<b>Campus Drills and Exercises</b>	Continue drills and exercises on campus when appropriate and use exercises to evaluate the response to the critical incident
	26	<b>Quality of Training</b>	Continue quality focused training activities
<b>Joint Patrols</b>	27	<b>Scheduled Joint Patrols</b>	Increased joint patrols should continue until campus returns to level of normalcy
	28	<b>Campus Tours</b>	Campus tours should be given to officers from local departments who were not involved in the critical incident
	29	<b>Patrols on Campus</b>	Local law enforcement should offer to continue patrols on campus
	30	<b>Patrols Off Campus</b>	Increased patrols should continue to maintain order off campus



## After Action: Recommended Guidelines

<b>Maps and Other Electronic Capabilities</b>	31	<b>Knowledge of Maps and Other Systems</b>	All maps and other electronic resources should be inventoried and returned to proper locations
	32	<b>Paper Maps of Campus</b>	Maps should be updated and replaced for future use
	33	<b>Electronic Maps of Campus</b>	The use of electronic maps should be reviewed and maps updated
	34	<b>Building Diagrams and Blueprints</b>	Building diagrams should be reviewed for accuracy and returned to proper location
	35	<b>Diagrams of Tunnel Systems</b>	Continue monitoring tunnels for period after critical incident and update diagrams as necessary
	36	<b>Interactive Mapping Software</b>	Evaluate effectiveness of software program
	37	<b>Surveillance Cameras</b>	Update location and position of surveillance cameras in database
	38	<b>Student Profiles and Photographs</b>	Ensure student records are secured and updated after the critical incident
<b>Developing and Implementing Emergency Response Plans</b>	39	<b>Role of Campus Public Safety</b>	Campus public safety should be in charge of conducting a formal review of the emergency response plan
	40	<b>Role of University Administration</b>	University administration should participate in the formal review of the emergency response plan
	41	<b>Role of Local Law Enforcement</b>	Local law enforcement should provide guidance and input to campus public safety during the review of the emergency response plan
	42	<b>National Incident Management System (NIMS)</b>	Campus public safety should ensure the emergency response plan remains NIMS compliant



## After Action: Recommended Guidelines

<b>Sharing Emergency Response Plans</b>	43	<b>Providing Emergency Response Plans</b>	Updated copies of the emergency response plan should be given to local law enforcement
	44	<b>Access to Emergency Response Plan</b>	Local law enforcement should assist campus public safety in notifying the campus community about changes in the revised emergency response plan
	45	<b>Sharing Emergency Response Plans between Campuses</b>	Local law enforcement should assist campus public safety in notifying the campus community about changes in the revised emergency response plan
	46	<b>Including Federal and State Officials</b>	Revised emergency response plans should be shared with Federal and State officials
<b>Exercising Emergency Response Plans</b>	47	<b>Table-Tops and Practical Drills</b>	A table-top drill should be scheduled to review any changes made to the emergency response plans
	48	<b>Administration Training</b>	Review status of university administrators who have completed NIMS training; schedule additional training for those not compliant to attend classes
	49	<b>Reviewing the Emergency Response Plan</b>	Conduct full review of emergency response plan after tensions on campus ease
<b>Other Emergency Plans</b>	50	<b>City Emergency Response Plans</b>	Review city emergency response plan to account for the impact of incidents on campus
	51	<b>Business Continuity Plans</b>	Business Continuity Plans should be implemented to ensure a seamless transition from emergency response to continued operations on campus
<b>Emergency Alert Systems</b>	52	<b>Multiple Systems</b>	Updates following the critical incident should continue to be sent via the emergency alert system
	53	<b>Complementary Alert Systems</b>	Local law enforcement should send urgent updates on the city system
<b>Using Alert Systems</b>	54	<b>Alert System Participation</b>	Survey students and faculty regarding effectiveness of alerts and present results to campus
	55	<b>Promoting the Alert System</b>	Organize events held by law enforcement to encourage students and faculty to sign up for alerts
	56	<b>Testing the System</b>	Schedule a test of the system after critical incident to include new registrants
	57	<b>Local Law Enforcement Notification</b>	Campuses should continue to notify local law enforcement of any urgent alerts sent out



## After Action: Recommended Guidelines

<b>Communications Equipment and Protocol</b>	58	<b>Achieving Interoperability</b>	Review effectiveness of equipment for purposes of achieving interoperability
	59	<b>City Radios</b>	Evaluate radio communications on campus after returning additional radios
	60	<b>Radio Cache</b>	Reduce the number of radios deployed in coordination with the reduction of officers deployed on campus
	61	<b>Gateways</b>	Gateway should be returned to proper location and evaluated for effectiveness
	62	<b>Shared Channels</b>	Conduct evaluation of governance and equipment usage for shared system
	63	<b>Plain Language Radios</b>	Continue to encourage the use of plain language during radio transmissions
<b>Regional Communications Plans and Exercises</b>	64	<b>Including Campus Public Safety</b>	Revise and update regional communications plan according to new developments in emergency communications
	65	<b>Communications Exercises</b>	Results from interoperability exercises should be compared with actual incident communications
<b>Identifying Potential Threats</b>	66	<b>Involving Campus Community</b>	Local and campus law enforcement should continue to seek information from the community
	67	<b>Workplace Violence</b>	Review the existing policy for recognizing and reporting workplace violence
	68	<b>Mental Health Policy</b>	Law enforcement should be involved in the review of the university's mental health policy
	69	<b>Labs and Hazardous Materials</b>	Local and campus law enforcement should review policies relating to labs and other locations of hazardous materials
	70	<b>Chemical Inventory</b>	Evaluate access to high-value materials and chemicals on campus
<b>Threat Assessments</b>	71	<b>Conducting Assessments on Campus</b>	Following a critical incident, a new threat assessment should be conducted
	72	<b>Threat Assessments of Individuals</b>	Local and campus law enforcement should continue to monitor individuals who pose an ongoing threat
	73	<b>Behavioral Assessment Teams</b>	Behavioral assessment teams should meet to review practices and procedures as well as contribute to ongoing investigation and recovery efforts
	74	<b>Involving Local Law Enforcement</b>	Local law enforcement should conduct a threat assessment after a critical incident on campus



## After Action: Recommended Guidelines

<b>Sharing Potential Threats and Assessments between Agencies</b>	75	<b>Law Enforcement Records</b>	Campus public safety should use the recent critical incident to reinforce the importance of sharing law enforcement records
	76	<b>Policies and Procedures</b>	Local and campus law enforcement should review the policies and procedures for sharing information
	77	<b>Sensitive Information Sharing</b>	Information must continue to be shared between both local and campus law enforcement
	78	<b>Fusion Centers</b>	Fusion Centers should continue processing data received during and after the critical incident
<b>Off Campus Incidents</b>	79	<b>Student Code of Conduct</b>	University administration should consider whether the students code of conduct needs to be updated in response to the critical incident
	80	<b>Incident Reports</b>	The process for notifying campus public safety about student encounters with local law enforcement should be reviewed
	81	<b>Off Campus Students</b>	Local and campus law enforcement should work to remind students living off campus about the code of conduct
<b>Security for High-Profile/ Large Scale Events on Campus</b>	82	<b>Assessing Threats at Large Scale Events</b>	Local and campus law enforcement should review the threat assessment process for large scale events on campus
	83	<b>Providing Security</b>	Increased numbers of local law enforcement officers should continue to be available for additional security at large scale events
	84	<b>Including Other Agencies</b>	Planned roles must be maintained during large scale events
	85	<b>Media Attention</b>	Law enforcement should continue to consider media attention at large scale events in threat assessments
<b>Planning and Working with Local Media</b>	86	<b>Building Credibility with the Media</b>	Continue to educate the media on the joint response and subsequent cooperation in investigating the critical incident on campus
	87	<b>Reporting to the Media</b>	Continue working with the media to control the message and minimize attention on suspects/ perpetrator
	88	<b>Briefings</b>	Local and campus law enforcement should continue daily briefings to update media on investigation and after action efforts
	89	<b>Talking Points</b>	Talking points should continue to be used for all media briefings
	90	<b>Developing Consistent Messages</b>	Revise or produce new messages based on lessons learned from critical incident



## After Action: Recommended Guidelines

<b>Developing Protocol for Public Information Officers</b>	91	<b>Campus Public Information Officer</b>	Campus PIO should continue acting as the primary contact with media
	92	<b>Public Information Officer Relationships</b>	Local and campus PIOs must continue to work with each other after the law enforcement response on campus is over
	93	<b>Other Campus PIOs</b>	Other campus PIOs should discuss lessons learned from media experiences
<b>Preparing Officers for Media Attention</b>	94	<b>Including PIOs During Exercises</b>	PIOs should continue to receive accurate information from incident commanders
	95	<b>Training for Media</b>	Local PIOs should continue to support campus PIOs for the duration of substantial media coverage on campus
<b>Building a Positive Law Enforcement Image on Campus</b>	96	<b>Perception of Campus Security</b>	Local and campus law enforcement should continue to provide information for students, faculty, and the community
	97	<b>Law Enforcement Relationships</b>	Local law enforcement should continue supporting campus public safety by assisting with briefings and security on campus
	98	<b>Outreach</b>	Update campus community through joint communication
<b>Community Policing for Students and Faculty</b>	99	<b>Interns and Student Police</b>	Interns should be included on incident debriefings and remain active throughout the recovery period
	100	<b>Volunteer Groups</b>	Law enforcement should continue to use volunteer groups on campus to assist in returning to learning
	101	<b>Tip Lines/ Hotlines</b>	Continue hotline/ tip line to provide updates and information





# Campus Security Guidelines

## *Complete Guidelines Charts*





Policies and Agreements		
Written Policy	1	Local law enforcement agencies should have a basic written policy for each campus in the city
	2	A policy should include specific information regarding capabilities of each campus public safety department
	3	Police chiefs and command staff should encourage cooperation with campus public safety departments by enforcing written policies
	4	Policies should be learned through field training
	5	Policies should be reviewed annually
Developing Memoranda of Understanding (MOUs)	6	The PD Campus Liaison Officer should coordinate all aspects of developing, implementing, and reviewing policies with each campus in the jurisdiction
	7	Specific MOUs should be developed to deal with each campus public safety department's capacity and unique needs
	8	Local and campus law enforcement should discuss specific events that may create need for agreements
	9	MOUs should be drafted by the people who will carry out MOUs (local and campus law enforcement command staff and patrol officers)
	10	The PD Campus Liaison Officer should oversee MOU development
	11	Police chiefs and public safety directors should provide oversight of the MOU process and approval of the final product
	12	Roles and responsibilities of each agency should be defined in MOU





Policies and Agreements		
MOUs in Practice	13 <i>During Training and Exercises</i>	Local law enforcement should review MOUs during training and exercises to ensure MOUs adequately address issues that might surface during a real incident
	14 <i>During an Incident</i>	During critical incidents, it is essential that local and campus law enforcement continue to follow MOUs
Reviewing MOUs	15 <i>Annual Review</i>	Review MOUs annually and make changes if necessary
	16 <i>Following an Incident</i>	MOUs should be reviewed following a critical incident on campus
Recommended MOUs	17 <i>Clarify Jurisdictional Authority</i>	An MOU should be written between local law enforcement and any campus public safety department to define jurisdictional authority
	18 <i>Expand Jurisdictional Authority</i>	An MOU should be written if both local and campus law enforcement agree the jurisdiction of campus public safety should be expanded beyond the campus
	19 <i>Communications Systems MOU</i>	Local and campus law enforcement agencies should have an MOU regarding communications equipment and governance
	20 <i>Information-Sharing MOU</i>	Information-sharing procedure should be included in an MOU between local and campus law enforcement
	21 <i>Incident Command MOU</i>	Local law enforcement should have an MOU with every campus in its jurisdiction to address critical incident response
	22 <i>Joint Training and Exercises</i>	MOUs regarding joint training/exercises are not necessary unless either campus or local law enforcement requires a formal agreement to address costs or liability

		Prevention and Preparedness	Coordinated Response	After Action	
Police Department Campus Liaison Officers	<i>Designate a PD Campus Liaison Officer</i>	1	A designated PD Campus Liaison Officer should be assigned to coordinate between departments	The PD Campus Liaison Officer will act on behalf of local law enforcement throughout the critical incident	Local law enforcement should continue using the PD Campus Liaison Officer; there should be a back-up designated with sufficient familiarity with the campus to provide relief
		2	The PD Campus Liaison Officer should coordinate all training activities and preparedness activities between local and campus law enforcement	The PD Campus Liaison Officer should take the lead in acquiring resources needed by either agency during critical incident response	The PD Campus Liaison Officer should continue to operate as primary point of contact between local and campus law enforcement
	<i>Responsibilities of PD Campus Liaison Officer</i>	3	The PD Campus Liaison Officer should compose and distribute all reports, as necessary, to chiefs, command staff or patrol officers	The PD Campus Liaison Officer should be prepared to draft and distribute brief reports to the major city police chief, command staff, or patrol officers daily	The PD Campus Liaison Officer should ensure chiefs, directors, and command staff of both agencies receive copies of after-action report
		4	Meetings should take place in person (preferred) or through conference calls to keep local and campus law enforcement informed about current events	Formal meetings and communications should be increased as necessary	Formal meetings should be scheduled to evaluate the law enforcement preparedness and response
	<i>Informal Communications</i>	5	Informal communications, including updates, should be shared via email or posted on websites to keep officers informed of current events on or off campus	Communications should be increased to advise campus public safety and local law enforcement on current events	Communications should continue to increase to advise officers in both departments of current events
Communications Between Local and Campus Law Enforcement					





		Prevention and Preparedness	Coordinated Response	After Action
<p>Meetings Between Local and Campus Law Enforcement</p> <p>Communications Between Campuses</p>	<i>Chief/Director</i>	6 At least once a year, the major city chief should meet with the campus public safety directors	The major city chief should be kept informed of developments and be available onsite if warranted	The major city chief should make plans to move the regularly scheduled meeting forward to discuss response and recovery to the critical incident
	<i>Senior Executive Command Staff</i>	7 Senior executive command staff should meet or communicate quarterly with campus public safety directors	Local law enforcement should offer at least one member of the senior executive command staff to be on campus during a critical incident	Local senior executive command staff should continue to be a presence on campus as necessary
	<i>District Command Staff</i>	8 District command staff should meet or communicate weekly with the campus public safety director/ command staff	District command staff should communicate regularly	District command staff should continue daily communications with campus public safety directors and/or command staff
	<i>Patrol Officers</i>	9 Instead of formal meetings, patrol officers should participate in cooperative activities (training, briefings, patrols, etc.) with campus departments on a regular basis	Patrol officers should be prepared to work with campus counterparts	Patrol officers should meet formally to give input on response
	<i>Campus Information and Response Procedures</i>	10 The officers and command staff assigned to districts with campuses need to become familiar with the layout of the campus and tactical response procedures of campus public safety	Command staff should provide copies of the campus tactical plan and emergency response plan to officers	Local and campus law enforcement should review tactical and emergency response plans in a joint meeting
	<i>Reports</i>	11 After meetings between local and campus law enforcement, there should be a brief report submitted to the PD Campus Liaison Officer	Provide daily reports to PD Campus Liaison Officer	After meetings there should be reports submitted to the PD Campus Liaison Officer
	<i>Campus Relationship</i>	12 The PD Campus Liaison Officer should establish relationships with all campus public safety departments in the jurisdiction	The PD Campus Liaison Officer should keep other campuses informed during incidents	The PD Campus Liaison Officer should keep campuses up to date on any new developments
	<i>All-Campus Meeting</i>	13 The PD Campus Liaison Officer should arrange a meeting of all campuses at least annually	The PD Campus Liaison Officer should arrange a meeting between all campuses in order to provide updated information	A regional meeting should be held with all campus public safety directors to discuss lessons learned and review new procedure

		Prevention and Preparedness	Coordination Response	After Action
<i>Identifying Roles</i>	14	The roles of Federal and State officials should be established formally	The PD Campus Liaison Officer should assist the campus in keeping Federal and State officials operating within their established roles	Review role of Federal/State officials in critical incident response
	<i>Annual Meeting</i>	A meeting and an exercise should be held at least annually with representatives from Federal, State, local, and campus law enforcement	Federal and State officials should be included in daily briefings by the campus public safety director, local law enforcement district commander, and the PD Campus Liaison Officer	Federal and State officials should be invited to attend the meeting with all campus public safety directors following the incident
<i>PD Campus Liaison Officer Role</i>	16	The PD Campus Liaison Officer should meet jointly with university administration and campus public safety at least twice a year to share concerns and review successful events	The PD Campus Liaison Officer and campus public safety should keep administration informed of developments so administrators are prepared to assist if necessary	The PD Campus Liaison Officer should continue working with campus public safety and university administrators to address additional concerns after the critical incident
<i>Chiefs and Presidents</i>	17	The major city chief should develop a relationship with the university president and administration	Command staff or chiefs should be available to discuss response options with university administration	The major city chief should meet with university administration after a critical incident
<i>Recognizing Emergency Calls</i>	18	Dispatchers must be able to recognize calls for service on campuses and immediately transfer, if appropriate	Dispatchers should be notified when incidents are occurring on campus	Keep dispatchers informed about threats on campus
	<i>Emergency Call Protocol</i>	19	Local and campus communications centers should develop a procedure for notifying counterparts if one of the two agencies is responding to a call for service Students and faculty should be educated on when and how to contact law enforcement in an emergency	Dispatchers should review process and training for 9-1-1 calls on campus
<i>Student and Faculty Notification</i>	20		Students and faculty should be reminded how to contact law enforcement during an emergency	Reminders should be sent to the campus community about how to contact law enforcement on campus
Federal and State Officials		Communications with	University Administration	9-1-1 Calls



		Prevention and Preparedness	Coordinated Response	After Action
Joint Training and Exercises	<i>Building Relationships</i>	21 Joint Training should be used as a tool to develop skills and build/reaffirm relationships	Relationships built during training should be used to respond to critical incidents more effectively	Review critical incident response and identify additional training to build relationships
	<i>Patrol Officer Training</i>	22 Basic training that includes local and campus law enforcement patrol officers should become common practice	Suspend	Local law enforcement and campus public safety patrol officers should resume joint training
	<i>Critical Incident Response Training</i>	23 Critical incident response training should be done jointly	Suspend	Resume joint critical incident response training
	<i>Campus Training</i>	24 Local law enforcement officers should train on campus with campus public safety officers to build cooperation between agencies	Suspend	Begin joint training activities as soon as possible including a joint evaluation of incident response
	<i>Campus Drills and Exercises</i>	25 Local law enforcement should conduct drills and exercises on campus in order to gain familiarity with buildings	Suspend	Continue drills and exercises on campus when appropriate and use exercises to evaluate the response to the critical incident
	<i>Quality of Training</i>	26 Joint training and exercises between local and campus law enforcement should focus on quality rather than quantity of training	Response based on quality focused training and exercises should be implemented	Continue quality focused training activities
	<i>Scheduled Joint Patrols</i>	27 Local and campus law enforcement officers should conduct joint patrols on a regularly scheduled basis	Increase joint patrols on campus	Increased joint patrols should continue until campus returns to level of normalcy
	<i>Campus Tours</i>	28 Campus public safety departments should provide tours of campus to local law enforcement in order to familiarize them with the campus layout	Campus public safety should provide guides to local law enforcement who are not familiar with the campus	Campus tours should be given to officers from local departments who were not involved in the critical incident
	<i>Patrols on Campus</i>	29 Local law enforcement should patrol on campus to become more familiar with the geography and resources on campus	Increase patrols consistent with department policies for critical incident response	Local law enforcement should offer to continue patrols on campus
	<i>Patrols off Campus</i>	30 Campus public safety should patrol off campus to deter particular activities	Local law enforcement should increase patrols in off-campus neighborhoods to enforce Code of Conduct	Increased patrols should continue to maintain order off campus



		Prevention and Preparedness	Coordinated Response	After Action
<i>Knowledge of Maps and Other Systems</i>	31	Local and campus law enforcement should communicate with each other about available resources, including digital maps or cameras on campus	All updated maps and electronic resources should be available	All maps and other electronic resources should be inventoried and returned to proper locations
<i>Paper Maps of Campus</i>	32	Current paper maps of the campus should be available to all local law enforcement patrol units, especially those working in districts surrounding campuses	Paper maps of the campus should be distributed to all officers working in the campus area	Maps should be updated and replaced for future use
<i>Electronic Maps of Campus</i>	33	Local and campus law enforcement should have maps of university campuses on their CAD systems with identification of building names	CAD systems should be used to provide local law enforcement with maps of relevant areas on campus	The use of electronic maps should be reviewed and maps updated
<i>Building Diagrams/Blueprints</i>	34	Building diagrams should be available to local law enforcement including details about the buildings (lab locations, etc)	Building diagrams should be brought to the command center	Building diagrams should be reviewed for accuracy and returned to proper location
<i>Diagrams of Tunnel Systems</i>	35	Campuses with tunnels should provide diagrams of system to local law enforcement	Diagrams of tunnel systems should be brought to the command center	Continue monitoring tunnels for a period after critical incident and update diagrams as necessary
<i>Interactive Mapping Software</i>	36	Local law enforcement should be aware if a campus has acquired an interactive software system	Use existing software systems for instant access to site-specific information	Evaluate effectiveness of software program
<i>Surveillance Cameras</i>	37	A database with the location of public and private surveillance cameras should be created with access granted to both local and campus command staff	Local law enforcement should gain access to all surveillance cameras in the area	Update location and position of surveillance cameras in database
<i>Student Profiles and Photographs</i>	38	Profiles or photos of students and faculty should be added to data available through CAD systems	Profiles and photos from the campus database should be available to all officers working in the vicinity of the critical incidents	Ensure student records are secured and updated after the critical incident

Maps and Other Electronic Capabilities





		Prevention and Preparedness	Coordinated Response	After Action
Developing and Implementing Emergency Response Plans	<i>Role of Campus Security</i>	39 Campus public safety should be in charge of the development of the campus emergency response plan	Campus public safety should implement the emergency response plan as appropriate	Campus public safety should be in charge of conducting a formal review of the emergency response plan
	<i>Role of University Administration</i>	40 Administrators should participate in developing the emergency response plan to ensure campus priorities are represented	Administrators should assist campus public safety in implementing the emergency response plan	University administration should participate in the formal review of the emergency response plan
	<i>Role of Law Enforcement</i>	41 The Local law enforcement should review and ensure the plan is cohesive with other city response plans	Local law enforcement should assist campus public safety in implementing the emergency response plan	Local law enforcement should provide guidance and input to campus public safety
	<i>National Incident Management System (NIMS)</i>	42 Emergency response plan should be NIMS compliant	Incident Command System (ICS) should be followed	Campus public safety should ensure the emergency response plan remains NIMS compliant
	<i>Providing a Copy of the Emergency Response Plan</i>	43 At a minimum, local law enforcement should have copies of campus emergency response plans	Local law enforcement command staff should inform patrol officers about campus emergency response plan procedures	Updated copies of the emergency response plan should be given to local law enforcement
	<i>Access to Emergency Response Plan</i>	44 Local law enforcement should ensure campus emergency response plans are available to students, faculty, and other interested community members	Local law enforcement should assist campus officers in reminding students, faculty, and the surrounding community of the emergency response plan	Local law enforcement should assist campus public safety in notifying the campus community about changes in the revised emergency response plan
	<i>Sharing Emergency Response Plans between Campuses</i>	45 The PD Campus Liaison Officer should gather and distribute emergency response plans for all city campuses	Other campuses should be prepared to implement emergency response plans	The PD Campus Liaison Officer should send updates of emergency response plans with all campuses
	<i>Including Federal and State Officials</i>	46 Information on the planned roles of Federal and State officials should be included in the emergency response plans	Federal and State officials should follow roles assigned in the emergency response plan	Revised emergency response plans should be shared with Federal and State officials
Sharing Emergency Response Plans				

		Prevention and Preparedness	Coordinated Response	After Action	
Exercising Emergency Response Plans	Table-Tops and Practical Drills	47	Campus emergency response plans should be exercised through practical drills or table-top exercises at least once a semester	Incorporate changes to emergency response plans	A table-top drill should be scheduled to review any changes made to the emergency response plans
	Administration Training	48	Local and campus law enforcement should work together to encourage the administration to take NIMS training and participate in exercises	Campus administrators should use lessons learned in NIMS training during critical incidents	Review status of university administration who have completed NIMS training; schedule additional training for those not compliant to attend classes
Other Emergency Response Plans	Reviewing the Emergency Response Plan	49	Plans should be reviewed annually by local and campus law enforcement	Follow updated emergency response plans and note where adjustments to the plan are made during critical incidents	Conduct full review of emergency response plans after tensions on campus ease
	City Emergency Response Plans	50	Local law enforcement should check that school administrators are included in the city emergency response plans, especially for small schools which may need more assistance in an emergency	City emergency response plans must be followed during a critical incident on campus	Review city emergency response plan to ensure full impact of incident on campus is accounted for in plan
Emergency Alert Systems	Business Continuity Plans	51	Business Continuity Plans should be shared between city and campus officials and address the role of both agencies for restoration and recovery from an incident	Business Continuity Plans should be reviewed and ready to implement if needed	Business Continuity Plans should be implemented to ensure a seamless transition from emergency response to continued operations on campus
	Multiple Systems	52	Campuses should have multiple systems to alert students, faculty, and staff of critical incidents on campus	Multiple alert systems should be used to notify students, faculty and the surrounding community of critical incidents on campus	Updates following the critical incident should continue to be sent via the emergency alert system
	Complementary Local Law Enforcement Alert Systems	53	Campuses should consult local law enforcement to acquire complementary alert systems	Local law enforcement should send alerts on the city system as appropriate	Local law enforcement should send urgent updates on the city system



		Prevention and Preparedness	Coordinated Response	After Action
Using Emergency Alert Systems	<i>Alert System Participation</i>	54 Local and campus law enforcement should encourage students, faculty, and community members to sign-up for emergency alerts	Ensure emergency messages are received by all individuals signed up for the alert systems	Survey students and faculty regarding effectiveness of alerts and present results to campus
	<i>Promoting the Alert System</i>	55 Campuses should explain the purpose of the alert system to students and faculty and consider an opt-out policy	Use emergency alert system minimally for emergency purposes only	Organize events held by law enforcement to encourage students and faculty to sign up for alerts
	<i>Testing the System</i>	56 Test alert systems periodically to ensure successful application	Cancel any scheduled test of the system	Schedule a test of the system after critical incident to include new registrants
	<i>Local Law Enforcement Notification</i>	57 Local law enforcement should be included in all campus public safety alert systems	Campus public safety should notify local law enforcement when sending out emergency alerts	Campuses should continue to notify local law enforcement of any urgent alerts sent out
	<i>Achieving Interoperability</i>	58 Equipment needed to achieve interoperability should be identified according to available budget	Ensure that interoperable systems are operational	Review effectiveness of equipment for purposes of achieving interoperability
	<i>City Radios</i>	59 Local law enforcement should provide at least one city radio to the campus communications center to monitor day-to-day activities	Additional radios should be made available for immediate deployment	Evaluate radio communications on campus after returning additional radios
	<i>Radio Cache</i>	60 Local law enforcement should have a radio cache which can be shared with campuses during incidents	Local law enforcement should ensure that all portable radio batteries are charged and portable radios are deployed to the campus	Reduce the number of radios deployed in coordination with the reduction of officers deployed on campus
	<i>Gateways</i>	61 A gateway should be obtained for use in critical incidents between local and campus law enforcement who do not operate on shared channels	Gateways should be deployed	Gateway should be returned to proper location and evaluated for effectiveness
	<i>Shared Channels</i>	62 Shared channels/talk groups should be utilized if the two departments are on the same system	Designate a shared channel to be used throughout the incident	Conduct evaluation of governance and equipment usage for shared system
	<i>Plain Language on Radios</i>	63 Local and campus law enforcement should develop plain language protocol in order to effectively communicate during an incident	Plain language should be used during all radio transmissions	Continue to encourage the use of plain language during radio transmissions
Regional Communications Plans and Exercises				



		Prevention and Preparedness	Coordinated Response	After Action
<i>Including Campus Public Safety</i>	64	Ensure that campus public safety departments are included during urban area/regional communications plan development	Follow regional communications plans for achieving interoperability	Revise and update regional communications plan according to new developments in emergency communications
	<i>Communications Exercises</i>	65	Local and campus law enforcement should exercise on interoperable communications procedure before an incident	Results from interoperability exercises should be compared with actual incident communications
<i>Involving Campus Community</i>	66	Local and campus law enforcement should encourage people on campus, as well as in the community, to report individuals exhibiting strange or threatening behavior to law enforcement	Local and campus law enforcement should continue to reach out to students and faculty as well as the surrounding community to report suspicious behaviors or information regarding the incident	Local and campus law enforcement should continue to seek information from the community
	<i>Workplace Violence</i>	67	Encourage cooperation between local and campus law enforcement to provide training to faculty and staff on recognizing threatening behavior in the workplace	Review the existing policy for recognizing and reporting workplace violence
<i>Mental Health Policy</i>	68	Law enforcement should be present in meetings regarding mental health policy and be informed about a campus's mental health referral processes	Mental health records of individual(s) involved in the critical incident should be released to local and campus law enforcement	Law enforcement should be involved in the review of the university's mental health policy
	<i>Labs and Hazardous Materials</i>	69	Local and campus law enforcement should have the location of labs and a list of hazardous chemicals in those labs on their CAD systems	Local and campus law enforcement should review policies relating to labs and other locations of hazardous materials
<i>Chemical Inventory</i>	70	Campus public safety should have access to campus inventory of high-value chemicals and have policies in place to provide this information to local law enforcement if necessary	Inventory of chemical purchases should be available for analysis	Evaluate access to high-value materials and chemicals on campus
Regional Communications Plans and Exercises				
Identifying Potential Threats				





		Prevention and Preparedness	Coordinated Response	After Action
Threat Assessments	<i>Conducting Assessments on Campus</i>	71 A multi-disciplinary team should be used to conduct threat assessments	Review threat assessment and update according to immediate threats	Following a critical incident, a new threat assessment should be conducted
	<i>Threat Assessments of Individuals</i>	72 Local law enforcement should be involved in assessments of individuals especially if the encounter took place off-campus (e.g., commuter students)	The records of individuals suspected to be involved in the critical incident should be accessed	Local and campus law enforcement should continue to monitor individuals who pose an ongoing threat
	<i>Behavioral Assessment Teams</i>	73 Behavioral assessment teams on campuses should include law enforcement representatives	Behavior assessment teams should be convened in order to provide guidance to local and campus law enforcement	Behavioral assessment teams should meet to review practices and procedures as well as contribute to ongoing investigation and recovery efforts
	<i>Involving Local Law Enforcement</i>	74 Local law enforcement should participate in threat assessments on campus	Local law enforcement should be involved in analyzing and updating threat assessments	Local law enforcement should conduct a threat assessment after a critical incident on campus
Sharing Potential Threats and Assessments with other Law Enforcement Agencies	<i>Law Enforcement Records</i>	75 Local and campus law enforcement should be educated on the definition of "law enforcement records" and what the definition means for sharing information	Campus public safety must be granted the release of any records which are needed to provide a total picture for analyzing ongoing threats	Campus public safety should use the recent critical incident to reinforce the importance of sharing law enforcement records
	<i>Policies and Procedures</i>	76 Local and campus law enforcement should establish and follow procedures for sharing information	Follow established procedure to share information between local and campus law enforcement agencies	Local and campus law enforcement should review the policies and procedures for sharing information
	<i>Sensitive Information Sharing</i>	77 Campus public safety departments should receive sensitive information from local law enforcement that impacts the campus	Provide local and campus police officers with updates on what kinds of things to look for, specific threats, and warning signs	Information must continue to be shared between both local and campus law enforcement
	<i>Fusion Centers</i>	78 Campus public safety should be given a seat at the area fusion center and share information openly with other law enforcement agencies	Local and campus law enforcement should engage the local fusion center to assist in analyzing data and providing intelligence	The Fusion Center should continue processing data received during and after the critical incident

		Prevention and Preparedness	Coordinated Response	After Action
Code of Conduct	79	Campus public safety should inform local law enforcement about university code of conduct policies and the consequences for students	Code of conduct should be enforced off-campus as necessary	University administration should consider whether the student code of conduct needs to be updated in response to the critical incident
	Incident Reports	Local law enforcement should add a "check-box" on their incident report to indicate university affiliation	Incident reports of student encounters with local law enforcement should be examined	The process for notifying campus public safety about student encounters with local law enforcement should be reviewed
	Off-Campus Students	Local law enforcement should have a policy to track students involved in incidents off-campus	Local law enforcement patrolling the off-campus area should report suspicious encounters with students	Local and campus law enforcement should work to remind students living off campus about the code of conduct
Assessing Threats at Large Scale Events	82	Local law enforcement should review threat assessments for large scale events conducted by campus public safety	Use the resources of local law enforcement to analyze threats	Local and campus law enforcement should review the threat assessment process for large scale events on campus
	Providing Security	Campuses should use local law enforcement officers as much as possible to supplement staff support	Local law enforcement should be available for additional security required at large-scale events	Increased numbers of local law enforcement officers should continue to be available for additional security at large scale events
Including Other Law Enforcement Agencies	84	Outside law enforcement agencies (State or Federal) should be included in planning	Maintain established roles to prevent the breakdown of coordination; Use unified command during large scale events	Planned roles must be maintained during large scale events
	Media Attention	Local and campus law enforcement should consider the amount of media attention on a high profile event	Security for media should be increased and access should be limited	Law enforcement should continue to consider media attention at large scale events in threat assessments
Off-Campus Incidents Code of Conduct				
Security for High-Profile/Large Scale Events on Campus				



		Prevention and Preparedness	Coordinated Response	After Action
Planning and Working with Local Media Building Credibility with the Media	<i>Building Credibility with the Media</i>	86 Educate the media on the existing relationship between local and campus law enforcement	Local and campus law enforcement should communicate immediately with the media and continue to work with the media jointly to show cooperative relationship	Continue to educate the media on the joint response and subsequent cooperation in investigating the critical incident on campus
	<i>Reporting to the Media</i>	87 Establish policies and procedures for reporting to the media	Follow established policies and procedures regarding reporting responsibility	Continue working with the media to control the message and minimize attention on suspects/perpetrator
	<i>Briefings</i>	88 Hold regular briefings to build relationships with media	Hold daily briefings throughout the incident	Local and campus law enforcement should continue daily briefings to update media on after action efforts
	<i>Talking Points</i>	89 Local and campus law enforcement should determine who will be responsible for writing talking points	A designated officer, trained in media relations, should develop talking points for local and campus law enforcement	A designated officer, trained in media relations, should develop talking points for local and campus law enforcement
	<i>Developing Consistent Messages</i>	90 Consider developing consistent sets of information prior to an event taking place	Use existing messages as a reference when developing statements for the media	Revise or produce new messages based on lessons learned from critical incident
Developing Protocol for Public Information Officers	<i>Campus Public Information Officer</i>	91 Local and campus law enforcement should define the role of the campus PIO and identify a specific spokesperson for campus public safety	The Campus PIO should be the primary contact for the media; Local law enforcement PIO should provide constant support	Campus PIO should continue acting as the primary contact with media
	<i>Public Information Officer Relationships</i>	92 Local and campus PIOs should establish a relationship prior to event/incident	PIOs should maintain relationships, discuss responsibilities, and share what information should be released to the media	Local and campus PIOs must continue to work with each other long after the law enforcement response on campus is over
	<i>Other Campus PIOs</i>	93 Other campus PIOs should establish relationships coordinated by the PD Campus Security Liaison	The PD Campus Liaison Officer should keep other campus PIOs up to date about ongoing incidents on campus, if appropriate	Other campus PIOs should discuss lessons learned from media experiences



		Prevention and Preparedness	Coordinated Response	After Action
Preparing Officers for Media Attention	<i>Including PIOs at the Command Center</i>	94 PIOs should be included in exercises and drills with local and campus law enforcement	PIOs should be included at the command center and receive periodic updates to provide information to the media	PIOs should continue to receive accurate information from incident commanders
	<i>Training for Media</i>	95 PIOs should hold mock press conferences with local law enforcement PIOs to prepare for media attention	Local law enforcement PIOs should continue to support campus PIOs	Local PIOs should continue to support campus PIOs for the duration of substantial media coverage on campus
Building a Positive Law Enforcement Image on Campus	<i>Perception of Campus Safety</i>	96 Local and campus law enforcement should work with students to improve the image of both departments	Local and campus law enforcement should reach out to students and faculty to encourage a positive image in the community	Local and campus law enforcement should continue to provide information for students, faculty, and the community
	<i>Law Enforcement Relationships</i>	97 Local and campus law enforcement should promote positive working relationships during student orientations by being present to discuss campus safety and security	Local law enforcement should demonstrate continued support for campus public safety	Local law enforcement should continue supporting campus public safety by assisting with briefings and security on campus
Students Policing for Students and Faculty	<i>Outreach</i>	98 Local and campus law enforcement should produce joint outreach materials and distribute to the community, both on and off campus	Continue to show unified front through joint communication to the campus community	Local law enforcement should continue supporting campus public safety by assisting with briefings and security on campus
	<i>Interns and Student Police</i>	99 Local and campus law enforcement should offer internships and student programs to give students an opportunity to work with the police departments and familiarize themselves with police work	Interns and student cadets should be used during incidents to assist the community	Interns should be included on incident debriefings and remain active throughout the recovery period
Community Policing for Students and Faculty	<i>Volunteer Groups</i>	100 Recruit student and faculty volunteers	Volunteer groups should be called to action to assist in response to critical incidents	Law enforcement should continue to use volunteer groups on campus to assist in returning to learning
	<i>Tip Lines/ Hotlines</i>	101 Make plans for a university hotline/tip line to be used to relay information to outside community (i.e., parents and friends of students, media, etc.)	Hotlines should be established to provide information to callers as well as seek tips from community members with information pertinent to the incident	Continue hotline/ tip line to provide updates and information





# Campus Security Guidelines

## *Appendices*





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# Appendix A: Acronyms

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<b>BJA</b>	Bureau of Justice Assistance
<b>DOJ</b>	Department of Justice
<b>FERPA</b>	Family Educational Rights and Accountability Act
<b>HIPAA</b>	Health Insurance Portability and Accountability Act
<b>ICS</b>	Incident Command System
<b>JTTF</b>	Joint Terrorism Task Force
<b>MAA</b>	Mutual Aid Agreement
<b>MCC</b>	Major Cities Chiefs Association
<b>MOU</b>	Memorandum of Understanding
<b>NIMS</b>	National Incident Management System
<b>PIO</b>	Public Information Officer



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# Appendix B: Campus Security Initiative Workshop Participants

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## Local and Campus Law Enforcement Representatives

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### **Chief André L. Barnes**

San Jose State University Police Department  
San Jose, CA

### **Commander David Betkey**

Los Angeles County Sheriff's Department  
Los Angeles, CA

### **Director Scott Burnotes**

Miami Dade College Office of Emergency Preparedness  
Miami-Dade County, FL

### **Deputy Inspector Stuart Cameron**

Suffolk County Police Department  
Suffolk County, NY

### **Asst. Chief David Carter**

Austin Police Department  
Austin, TX

### **Major Jeffrey Caslin**

Baltimore County Police Department  
Baltimore, MD

### **Chief Robert E. Dahlstrom**

University of Texas Police Department  
Austin, TX

### **Chief Paul Denton**

Ohio State University Police Department  
Columbus, OH

### **Chief Richard Deter**

University of North Texas Police Department  
IACP University and College Police Section  
Vice General Chair

### **Chief Carey Drayton**

University of Southern California Department of Public Safety  
Los Angeles, CA

### **Asst. Commissioner Jonathan A. Duecker**

New York Police Department  
New York, NY

### **Asst. Chief Joshua Ederheimer**

Metropolitan Police Department  
Washington, DC

### **Director Don Enloe**

University of Denver Campus Safety Department  
Denver, CO

### **Chief Eugene Ferrara**

University of Cincinnati Police Department  
Cincinnati, OH

### **Lieutenant Sharon Ferrigno**

San Francisco Police Department  
San Francisco, CA

### **Deputy Superintendent Gary French**

Boston Police Department  
Boston, MA

### **Lieutenant Eddie Garcia**

San Jose Police Department  
San Jose, CA

### **Chief Kirk Gaston**

San Francisco State University Police Department  
San Francisco, CA



**Chief Paul Glowacki**

St. Mary's University Police Department  
IACP University and College Police Section  
South Regional Vice Chair  
San Antonio, TX

**Director Joseph Griffin**

Northeastern University Public Safety Division  
Boston, MA

**Lieutenant John Hayes**

Seattle Police Department  
Seattle, WA

**Lieutenant David Hutchinson**

Metropolitan Police Department  
Washington, DC

**Superintendent Daniel Linskey**

Boston Police Department  
Boston, MA

**Chief Michael F. Lynch**

George Mason University Police Department  
Fairfax County, VA

**Commander Larry McCoy**

Metropolitan Police Department  
Washington, DC

**Phillip McHugh**

Metropolitan Police Department  
Washington, DC

**Chief Michael McNair**

American University Department of  
Public Safety  
Washington, DC

**Lieutenant Martin Pfeifer**

American University Department of  
Public Safety  
Washington, DC

**Lieutenant Tom Quinlan**

Columbus Division of Police  
Columbus, OH

**Sergeant Roger Reguera**

Miami-Dade Police Department  
Miami-Dade County, FL

**Lieutenant Bob Reinhardt**

San Jose Police Department  
San Jose, CA

**Captain David Rose**

Ohio State University Police Department  
Columbus, OH

**Executive Director Edmund Skrodzki**

Johns Hopkins Campus Safety and Security  
Baltimore, MD

**Interim Superintendant Dana Starks**

Chicago Police Department  
Chicago, IL

**Chief Darrel Stephens**

Past President, Major Cities Chiefs Association  
Charlotte-Mecklenburg Police Department  
Charlotte, NC

**Chief Thomas H. Streicher, Jr.**

Cincinnati Police Department  
Cincinnati, OH

**Commander Andrew Solberg**

Metropolitan Police Department  
Washington, DC

**Inspector Richard F. Southby**

Metropolitan Police Department  
Washington, DC

**Captain Walt Vasquez**

San Diego Police Department  
San Diego, CA



## **Captain Ralph Webb**

Los Angeles County Sheriff's Department  
Los Angeles, CA

## **Asst. Chief James Whalen**

Cincinnati Police Department  
Cincinnati, OH

## **Interim Chief Ray Wittmier**

University of Washington Police Department  
Seattle, WA

## **Deputy Chief Pat Wypasek**

Georgia Tech University Police Department  
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## **Federal Representatives**

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### **Director Domingo S. Herraiz**

Bureau of Justice Assistance  
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### **Senior Policy Advisor David Adams**

Bureau of Justice Assistance  
U.S. Department of Justice

### **DHS Special Adviser Jeffrey D. Allison**

Office of Law Enforcement Coordination  
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### **Calvin Hodnett**

Community Oriented Policing Services  
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### **Linda Mansour**

Office of Justice Programs  
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### **Cynthia Pappas**

Community Oriented Policing Services  
U.S. Department of Justice

## **Project Staff**

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### **Tom Frazier**

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### **Scott H. Green**

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### **Emily N. Early**

Lafayette Group

### **Anna Burrall**

Lafayette Group

### **Stephanie Orosz**

Lafayette Group

### **Caitlin Weems**

Lafayette Group



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# Appendix C: Campus Security Initiative Resources

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## Reports and Publications

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### **Overview of the Virginia Tech Tragedy and Implications for Campus Safety: The IACLEA Blueprint for Safer Campuses**

International Association of Campus Law Enforcement Administrators  
2008

### **Campus Law Enforcement, 2004-2005**

Bureau of Justice Statistics Special Report  
Office of Justice Programs, U.S. Department of Justice  
<http://ojp.usdoj.gov/bjs/abstract/cle0405.htm>  
2008

### **Balancing Student Privacy and School Safety: A Guide to the Family Educational Rights and Privacy Act for Colleges and Universities**

Family Policy Compliance Office, U.S. Department of Education  
<http://www.ed.gov/policy/gen/guid/fpco/brochures/postsec.pdf>  
2007

### **Campus Security Preparedness: IACP Responds**

International Association of Chiefs of Police  
2007

### **Task Force on School and Campus Safety: Report and Recommendations**

National Association of Attorneys General  
2007

### **Mass Shootings at Virginia Tech—Report of the Review Panel**

Virginia Tech Review Panel  
<http://www.vtreviewpanel.org/report/index.html>  
2007

### **Report to the President on Issues Raised by the Virginia Tech Tragedy**

U.S. Departments of Health & Human Services, Education, and Justice  
[http://www.usdoj.gov/opa/pr/2007/June/vt\\_report\\_061307.pdf](http://www.usdoj.gov/opa/pr/2007/June/vt_report_061307.pdf)  
2007

### **Planning and Managing Security for Major Special Events: Guidelines for Law Enforcement**

Office of Community Oriented Policing Services, U.S. Department of Justice  
[http://www.cops.usdoj.gov/files/ric/Publications/e07071299\\_web.pdf](http://www.cops.usdoj.gov/files/ric/Publications/e07071299_web.pdf)  
2007

### **Campus Public Safety Preparedness for Catastrophic Events: Lessons Learned from Hurricanes and Explosives**

International Association of Campus Law Enforcement Administrators  
2006

### **Strengthening Communications between Campus Public Safety and Federal, State, & Local Emergency Responders**

International Association of Campus Law Enforcement Administrators  
2006



## **National Summit on Campus Public Safety: Strategies for Colleges and Universities in a Homeland Security Environment**

Office of Community Oriented Policing Services, U.S. Department of Justice  
<http://www.cops.usdojgov/files/ric/Publications/NationalSummitonCampusPublicSafety.pdf>  
2004

## **Violent Victimization of College Students: National Crime Victimization Survey, 1995-2000**

Bureau of Justice Statistics Special Report  
Office of Justice Programs, U.S. Department of Justice  
<http://www.ojp.usdoj.gov/bjs/abstract/vvcs00.htm>  
2003

## **Articles & Resources**

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### **The Berkeley Continuity Planning Tool**

University of California, Berkeley  
<http://obr.berkeley.edu/BCPT.html>

### **Virginia Tech 1 Year Later: How Campuses Have Responded**

Robin Hattersley Gray  
Campus Safety Magazine  
<http://campussafetymagazine.com>  
March/April 2008

### **The Campus Challenge**

Kelley Vlahos  
HSToday Magazine  
<http://www.hstoday.us>  
November 2007

### **Teaming up to Reduce Risk**

Matt Harwood  
Security Management  
April 2008

## **Legislation & Statutes**

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### **Crisis and Emergency Management for Public Institutions of Higher Education**

General Assembly of Virginia  
<http://leg1.state.va.us>  
2008

### **Family Educational Rights and Privacy Act**

20 U.S.C. § 1232g (2000)  
<http://www.ed.gov/policy/gen/guid/fpc/ferpa/index.html>

### **Health Insurance Portability and Accountability Act**

42 U.S.C. § 1320(d) (2000)  
<http://www.hhs.gov/ocr/hipaa/>

### **Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act**

20 U.S.C. § 1092(f), As Amended In The “Higher Education Opportunity Act” (Public Law 110-315)



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## Appendix D: Legislative Overview

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### Jeanne Clery Disclosure of Campus Security Policy & Campus Crime Statistics Act (Clery Act)

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*The Jeanne Clery Disclosure of Campus Security Policy & Campus Crime Statistics Act (Clery Act)* requires colleges and universities to provide college students with information about crime and safety on and around campuses. On most campuses, this means campus law enforcement has the responsibility to provide accurate, complete, and timely warnings about crime so students, faculty, and staff can make safe decisions.

In August 2008, President Bush signed into law, the reauthorization of the *Higher Education Act*. Amendments to the *Clery Act* are included in this law. One amendment requires colleges and universities to “immediately” notify the campus of an emergency. Because the Act does not clearly define “immediate” it is subject to interpretation. The U.S. Department of Education is expected to develop regulations based on this and other provisions of the *Higher Education Act*. It is important that local and campus law enforcement continue to involve themselves in discussions about the impact of this legislation and the future regulations.

In addition to timely warnings, the law requires campus law enforcement to compile data and distribute an annual report on crime similar to the Uniform Crime Report (UCR), however, the reporting requirements the law imposes exceed the FBI’s data requirements for the UCR. **Local law enforcement must clearly understand the importance of this. Campus law enforcement is obligated under the law to report a variety of crimes beyond what the UCR requires, including crimes occurring off-campus. If campus law enforcement fails to report these crimes in a timely manner, they face significant monetary penalties.** Therefore, local and campus law enforcement must work together to ensure accurate and timely reporting. **When campus law enforcement requests crime statistics from local law enforcement, the district commander or Campus Liaison Officer must provide the information as quickly as possible.** Campus Liaison Officers and district commanders should discuss the *Clery Act* in depth with campus public safety directors and command staff to better understand the requirements it imposes.



## Family Educational Rights and Privacy Act (FERPA)

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Working with privacy law can be challenging for all law enforcement because they must balance the privacy of the individual with the need for sharing information with other law enforcement agencies. This challenge is greater for campus law enforcement because in addition to other privacy laws such as *Health Insurance Portability and Accountability Act* (HIPAA), there is another law protecting the privacy of college students. The *Family Educational Rights and Privacy Act* (FERPA) protects the educational records of students. Local law enforcement needs to understand how this law affects the information campus law enforcement can share. While FERPA does not protect “law enforcement records,” some universities have a strict interpretation of what constitutes a law enforcement record, therefore, campus law enforcement may limit the amount of information available to local law enforcement. For example, disciplinary records are protected by FERPA. If a student had an encounter with campus law enforcement and was disciplined by the university, it may be unclear whether this is a protected disciplinary record or law enforcement record that can be shared with other law enforcement agencies. If local law enforcement also has an encounter with this student, they will request information from the campus. To err on the side of caution, campus law enforcement may be unwilling or unable to provide any information to local law enforcement for fear of violating FERPA.

This limit on information sharing is frustrating for local law enforcement, especially if they do not have an understanding of FERPA and the additional limits it places on campus law enforcement. Because law enforcement records are always permitted to be shared between local and campus law enforcement, local law enforcement should assist campus law enforcement in seeking liberal interpretations of this law by the university. In addition, it is important for campus law enforcement to explain their limitations under the law to local law enforcement in order to maintain good communications and relationships between the departments, especially when sharing information about potential threats.

In the reauthorization of the *Higher Education Act*, there are provisions that direct the U.S. Department of Education to provide additional guidance to colleges and universities regarding the disclosure of education records. This new guidance is intended to clarify the interpretations of FERPA and law enforcement records. Local and campus law enforcement should remain informed and participate in the development of any regulations affecting records and information sharing to ensure regulations provide law enforcement with the means to keep the community safe.

