November 21, 2007

To: President David Eisler

From: FSU Security Infrastructure Assessment Team
**   (Director Marty Bledsoe, Co-chair, Professor Tom Behler, Co-Chair)**

Subject: Report on <u>Security</u> <u>Infrastructure</u> at Ferris State University

An analysis of FSU needs and capabilities was begun soon after the release of the two primary reports of actions related to the Virginia Tech shootings. President Eisler announced at his Founders' Day Address that there were lessons learned in the Virginia Tech experience that could reasonably be expected to apply at Ferris.

On September 4, 2007 President Eisler assembled Vice-president Rick Duffett, Vice-president Dan Burcham, Vice-president Tom Oldfield, Chief Technology Officer John Urbanick and Director of Public Safety Marty Bledsoe in his office to make assignments in this regard. It was directed that Vice-president Dan Burcham would focus on the Interface of Services to Students at Risk, that Chief Technology Officer John Urbanick would focus on Emergency Messaging Infrastructure and that Public Safety Director Marty Bledsoe would focus on Security Infrastructure. It was further directed by President Eisler that there would be faculty representation on each of the three assessment teams in the form of co-chairpersons since the horrors of Virginia Tech took place mostly in the classroom setting.

The <u>Security</u> <u>Infrastructure</u> <u>Assessment</u> <u>Team</u> was developed to include the Co-chairpersons Marty Bledsoe and Professor Thomas Behler, PhD. Team members were recruited from several key areas of the University to include Associate Vice-president Mike Hughes, Associate Vice-president Warren Hills, Assistant Director Jim Cook, Environmental Engineer Roger Bula and Safety Coordinator Mike McKay. This team met, analyzed, and recorded the history of emergency events and security measures. Next, there was a sharing of ideas to assess the further needs and capabilities of our University while being guided by the reports of the Virginia Tech shootings (the internal report and the report by the Governor of the Commonwealth of Virginia).

> *"SUMMARY OF KEY FINDINGS*
> *On April 16, 2007, Seung Hui Cho, an angry and disturbed student, shot to death 32 students and faculty*
> *of Virginia Tech, wounded 17 more, and then killed himself. The incident horrified not only Virginians,*
> *but people across the United States and throughout the world."*
>
> *—From the Commonwealth of Virginia Governor Timothy M. Kaine's Virginia Tech Panel Report*

Recalling several FSU campus and Big Rapids area emergencies

The taskforce recollected several important instances in our history as a reminder that emergencies of varying nature have occurred and will undoubtedly occur in the future. We are reminded of the importance of this work as it is studied from Blacksburg, Virginia and applied in Big Rapids, Michigan.

1. Campus police exchanging gunfire with a gunman during a felony stop on a bordering street to campus over 20 years ago. The officers were uninjured, the gunman died.
2. Chemical spills on and near campus.
3. Documented migration of criminal element and political extremists to this region known for acts of violence.
4. Faculty member killed by a student gunman 29 years ago in a classroom.
5. Fire history of long ago and not so long ago in buildings to include residence halls.
6. Incendiary bomb placed as an act of terrorism at an industrial site off-campus, but nearby during a politically charged court trial.
7. Security issues of propped-doors that have contributed to thefts, sexual assaults, and extreme fire threat potential.
8. Tornado, severe thunderstorms, ice storms, heavy snowfalls/blizzards, floods, and related power outages.

Other Potential Events

The taskforce continued to be concerned with other kinds of events that our campus may face in the future. These events vary in their probability of occurrence but are still worth considering. The list below contains examples of these events.

1. Breach of University tunnel system
2. Contamination of the Public Water Supply
3. Criminal acts bordering campus
4. Food contamination
5. Homegrown domestic terrorism
6. Infectious disease in a residence hall or community (e.g., pandemic flu, TB, meningitis)
7. Major protests resulting in civil disturbance requiring mutual aid
8. Meth-amphetamine "laboratory" creation
9. Misrepresentation of emergencies (false fire alarms, bomb threats, etc.)
10. Multiple emergencies occurring simultaneously
11. Labor unrest and/or work stoppage
12. Transportation accidents
13. Vandalism of the University infrastructure : Power, Telephone, Data System, Steam, or Energy Management
14. "Copy-cat" criminal incidents

Current FSU Safety Infrastructure

It's important to point out that many emergency measures had been put in place before the sad events of April 16, 2007. The Virginia Tech shootings have been called higher education's "9-11", but the fact is the events of 9-11-2001 and other disasters, both man-made and natural, have offered reason enough for our university to prepare. Intensive development of our response capability has been well underway from 2003 and in some cases before.

While not necessarily a comprehensive list, the committee identified a number of systems and procedures already developed to deal with emergency occurrences.

1. 800 MHz radio obtained via a grant for state-wide communications
2. Twenty-three <u>A</u>utomated <u>E</u>xternal <u>D</u>efibrillators on campus and regularly offered CPR training
3. Blended assignments in Emergency Operations Center (EOC) management and in emergency messaging and fire response liaison
4. Blue light emergency phones strategically placed around campus
5. Building Emergency Coordinators/ Building Access Coordinators
6. Business continuity planning
7. Campus-Citizen Emergency Response Team development, primarily consisting of students (Homeland Security Citizens' Corps-volunteers)
8. Chemical monitors—devices in limited locations for environmental monitoring
9. Development of the well-equipped FSU Emergency Operations Center
10. E -Team system in place to communicate with State of Michigan-web based emergency communications and asset management
11. Emergency Flip Charts –widely distributed multi-page, spiral bound cards with response information on a series of different emergency types
12. Emergency power generator for FSU Department of Public Safety
13. Emergency Notification Cards for Emergency Response Team members
14. Emergency Response Team-reorganization and development
15. Exterior lighting (health and safety and crime prevention by environmental design)
16. Facilities evacuation planning
17. FSU DPS Director assuming presidency on the executive boards of the Michigan Association of Campus Law Enforcement Administrators and the regional drug investigations unit CMET (Central Michigan Enforcement Team)
18. FSU DPS Dispatch functioning as a local service dispatch while relying upon the professional 9-1-1 emergency dispatching to be handled regionally—a two-tiered approach.
19. FSU DPS Officers are compliant with the current NIMS requirements. Ongoing training is conducted to maintain this level of commitment.
20. HAZMAT response team
21. Homeland Security Certification in the FSU Criminal Justice Program

22. Homeland Security Policy of the FSU Board of Trustees
23. Inclement Weather Policy and Procedure in the Business Policy Letter and related document
24. Marsh Risk Consulting guidance in the FSU Emergency Response Plan (included Kendall College of Art and Design)
25. Mutual aid compacts are in place to facilitate relationships with the surrounding jurisdictions. These agreements provide for a formal arrangement when assistance is requested from other agencies.
26. Newly offered courses and curricula aimed at sensitizing students to emergency response and preparedness (Sociology 390—The Sociology of Disasters and Emergency Preparedness)
27. Notify Quick / City Watch—automated phone dialing and message delivery systems that deliver multiple messages simultaneously.
28. Partnership with the local Amateur Radio Emergency Services / Radio Amateur Civil Emergency Services group; an Amateur Radio station was established at Campus Police to aid in communications emergencies. This station is operated by FCC licensed operators who meet Mecosta County Emergency Management guidelines and the National Incident Management System (NIMS) training requirements.
29. Physical Plant Rapid Response Kits-keeps critical infrastructure functioning
30. Physical Plant specific response protocols (FSU Emergency Response Plan supplement)
31. Public Information Officer for emergency communications identified and trained
32. Region 6 Homeland Security Grants administration and leadership
33. Regional Law Enforcement Training Consortium led by DPS Assistant Director
34. Regularly scheduled employee health and safety training
35. Residence Hall flashlights stocked at DPS in large numbers as an emergency asset
36. Residence halls communication procedures
37. A walk-through magnetometer for weapons detection at events of concern—accomplished via a Homeland Security grant
38. Simplex Fire alarms and limited security system monitoring
39. SUV equipped for rapid police response
40. Table-top emergency exercises and drills
41. Training of University employees in the Incident Command System (ICS)
42. Updated DPS radio repeater—making this frequency booster narrow band compliant
43. Updated electronic signs across campus
44. Use of My FSU for Emergency Response Team group-page secure messaging
45. Utilities infrastructure assessment and mapping
46. Video recordings in limited locations
47. Voice data recorder in DPS dispatch
48. Weather and all-hazards alert radios (locations across campus)

Major Areas of Concern and Suggested Project Recommendations

Updating Existing Emergency Response Plans

In 2004, we completed a project with Marsh Risk Consulting to develop a campus-wide emergency response plan. Those plans were implemented. However, those plans need to be reviewed and updated. As a result, we would recommend the following project steps:

1. Establish a project team to review the FSU Emergency Response Plan of 2004 following the lessons learned in the Virginia Tech shootings (last analysis in March 2007).
2. Expand distribution of the updated plan to areas not included in the 2004 distribution. This reflects the evolution of the team itself which has grown from an Emergency Response Team membership of 14 to a present day 30 members, plus.
3. Establish a project team to focus greater attention on an active shooter situation, based on the Virginia Tech lessons learned.
4. Consider who should have access to the content of the FSU Emergency Response Plan and supporting documents. These important documents contain important strategies and sensitive areas of vulnerability that may be best protected. General Counsel should be consulted in this matter.
5. Give a special focus to the popularized term "lock-down". This term in its common usage for K12 buildings and students has fewer or different meanings in a University environment. What may be more applicable in our setting would be "sheltering in place". It may be prudent in an individual circumstance to quickly leave the area.

Responsibilities in an Emergency

The committee recognizes that one of the most asked questions are "what do I do in the event of a campus emergency?" From the President and President's Council down through our various areas of administration, emergency management responsibilities need to be defined, communicated, and practiced for us to be prepared for emergency occurrences. A project definition would include the identification of key positions (from the President through various leadership positions) and the development of a list of responsibilities associated with these jobs as we would face an emergency.

There is a long history of the various entities in the campus community sharing in the planning and execution of those plans. Highlighting the importance of further decentralization of those duties is made in this report. This follows the National Incident Management System (NIMS) model for effective response outcomes.

- All areas of responsibility of the campus must develop their specific response capabilities to the fullest and be ready to assume those duties at the onset of the inevitable future critical incident.

- Employee attrition is a constant, and must be a continuing area of concern in planning and exercising those plans.

Emergency Planning for Off-Campus Locations

Off-campus locations (away from the Big Rapids campus) also require emergency response plans and procedures. Separate planning initiatives may be organized as follows:

- A person should be identified in the location to assume the responsibility of connecting with their respective emergency response personnel and county emergency preparedness professional. This effort should result in the satellite location having a clear understanding of what they need to do with local authorities in responding appropriately to critical incidents of whatever type. The plan should then be documented, shared with their staff and practiced.

Buildings and Grounds Security Systems

External Building Security consists of multiple types of lighting applications (sidewalks, roadways, parking areas, and building accent lighting), emergency telephones, landscaping, and a limited number of video cameras. Maintenance of all lighting systems is given the highest priority and when concerns are brought forth by students or faculty, lighting surveys are conducted to evaluate and recommend revisions to the existing lighting systems.

Internal building security relies on a variety of systems including mechanical window locks, mechanical key and limited card access operated door hardware, limited numbers of independent security area's alarms monitored by the Department of Public Safety, video cameras, and intrusion alarms.

Campus standards need to be established for internal building security systems. A strategy for hardware applications and for the staffing for and the management of security systems is needed. Replacement systems should be based on the latest generation of monitoring and access control technology. This project will require the utilization of professional services specializing in university campus security issues.

1. Conduct a survey of existing security systems
2. Identify security system deficiencies and develop a plan to upgrade

3. Evaluate the merits and costs of replacing the key based security system with new electronic technology for all buildings
4. Evaluate the feasibility of implementing an electronic card-access system
5. Develop a plan and estimate costs to replace the "crash bar" door hardware (type that can be chained closed)
6. Evaluate the merits and costs of installing a video surveillance to all buildings
7. Evaluate the merits and costs of installing a video surveillance to monitor the building exterior and parking areas

Post-Event Communications and Reunification

Post-emergency communications represents a significant concern for family members of students, faculty, and staff. Establishing communications methods that provide updated information and answer questions relating to safety and reunification are very important and necessary to lessen the chance for chaotic deadlock of contact resources. The following project steps have been identified to address these concerns:

1. Develop a plan for communications / post emergency reunification for families and resident students
2. Develop a plan for communications / post emergency reunification for families and campus employees
3. Develop a mechanism to test both reunification plans
4. Design Standard Operating Procedures
5. Develop location and personnel to address the process to connect family members of students and employees

Business Continuity

Business continuity plans have been developed by the various University administrative divisions to deal with a variety of emergency situations. These plans need to be updated to coordinate with our emergency planning initiatives. The following project steps have been defined to address this issue:

1. Create / update business continuity plans for post-emergency responses based on a number of weeks duration

2. Obtain copies of academic plans for continuing the education process should a building be rendered unusable

3. Audit functional areas to determine the level of business continuity planning completeness

Emergency Response Training and Drills

Based on well known experiences with a variety of disaster and emergency situations, including the Virginia Tech tragedy, we are fully aware of the need for training and drills. As a result, it is very clear to the taskforce that the following project recommendations need to be given serious consideration.

1. Develop a schedule to conduct building evacuation and sheltering in place drills in campus buildings.

2. Develop a plan for Emergency Response Training: listing responsibilities, budget requirements and schedules.

3. Develop a prioritized outline of who should receive training initially and thereafter, based on a written set of guidelines.

FSU Police: Response / Training / Equipment

The Police Department has long identified the need to cooperatively work with other area law enforcement agencies due to our individual department sizes. That being the case, training together has been a priority for many years as it was identified as an area of need to facilitate that cooperation and mutual understanding of capabilities.

Response

A Virginia Tech type incident would stress all local law enforcement resources. However, with our collective use of Meceola Central Dispatch for emergency response, our joint response will be more coordinated through a common radio frequency and centralized dispatch point. Along with this, the department's current radio system is aging. Only approximately half of the department's full-time officers have a portable radio less than 10 years old. With the new Federal Communications Commission (FCC) mandate requiring all police type radio frequencies to be "narrow band" capable by year 2011, these radios will need replacement.

Training

Captain James Cook, Assistant Director of the Ferris Department of Public Safety, is the training coordinator for the Central West Michigan Law Enforcement Training Consortium. Police agencies in Mecosta, Osceola and Newaygo counties belong to that training consortium and receive 40 hours of joint training a year. One of the training topics covered in 2007 was Quick Unit Action Deployment (QUAD) which is a police tactic used to respond to an active shooter. Active shooters are individuals whose goal it is to cause as much harm to the largest numbers of people as possible. QUAD gives patrol officers a system to respond to an active shooter to neutralize the threat as quickly as possible.

<div align="center">**Equipment**</div>

With any emergency, command and control will be paramount in effectively managing the incident. Officers need the tools to effectively respond and mitigate the incident as quickly and safely as possible and to effectively investigate the incident for successful resolution through the court system if appropriate. There are many equipment needs addressed in the past several years but the need to constantly reassess is necessary. These range from officer protection to citizen protection to communication and organizational tools. Public Safety administration will be exploring the most current and appropriate equipment to carry out these functions.

Security Infrastructure Assessment Team Summary

As a result of this study of the University's emergency preparedness, the Security Infrastructure Assessment Team is satisfied that much has been done at Ferris prior to the event at Virginia Tech. However, the lessons learned from that event dictate there is more for us to do. The effort put forth by this task force identified some critical needs that deserve attention. Projects have been identified and defined on a limited basis. Coupled with the efforts of the other two teams, prioritizing the steps for our institutional response should follow.

Please let us know if you have any questions regarding this report.

Respectfully submitted,

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