

Status as of January 29, 2013

**University of Michigan Safety & Security Steering Committee
And
Division of Public Safety & Security Lead Team
Status of Management's Implementation of Regents' October 2012 Directives**

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Forward:

1. Overview

In February 2012, University Audits completed a review and issued a report on the internal control structure and environment related to safety and security at the University Ann Arbor campus. The review was done at the request of President Coleman.

The Safety and Security Steering Committee and its Work Groups were created in February 2012 to implement management's response to the Safety and Security University Audits report.

In October 2012, various reports were shared with the University community as part of the public Board of Regents meeting. These reports included a status report from the Safety and Security Steering Committee and also a report from the outside consultant Margolis Healy and Associates on the results of their cultural assessment and organization benchmarking to University peer universities. These reports and other related information can be found on the University public web site <http://www.vpcomm.umich.edu/pa/key/resident.html>.

Also at the October 2012 Regents meeting, the Board directed the immediate creation of the Division of Public Safety and Security to bring together all safety and security components of the Ann Arbor campus under a unified division reporting to the University President. The Board also directed the implementation of various recommendations made by the firm of Margolis Healy and Associates.

The new division was immediately created with an Interim Executive Director appointed, and work is underway to both complete the implementation of steps to fully address the report by University Audits and to implement the directives of the Board.

In November 2012, University Audits issued a follow up report on their February 2012 report on the internal control structure and environment related to safety and security at the University Ann Arbor campus. The purpose of this follow up report was to provide an update on the current status of management's response to the report recommendations.

The President's office has announced (Jan. 23) that the search for the DPSS Executive Director has begun. An article in the University Record Update (<http://www.ur.umich.edu/update/archives/130123/dpss>) also announced that the search firm assisting with the process is "The Spelman & Johnson Group." More information, including a position description and the search committee member list, can be found on the President's Office website at <http://president.umich.edu/committees/edpss.php>.

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2. Transition of Oversight from University Safety & Security Steering Committee to Division of Public Safety and Security (DPSS) Lead Team

The Safety and Security Steering Committee (and its work groups) was created to implement management's response to the Safety and Security University Audits report. The Steering Committee was empowered to facilitate improvements and report to management, officers, the President and the Board of Regents. Over the course of its existence, the Steering Committee and the work groups made significant progress in implementing the University Audits recommendations.

The Division of Public Safety and Security (DPSS) is now operational and functioning with all safety and security on the Ann Arbor Campus reporting to its Executive Director. The Executive Director has put together a Lead Team consisting of his direct reports. An Advisory Board to the Executive Director is in place.

Given that the Division and its Interim Executive Director are now functioning with full jurisdiction over Ann Arbor Campus safety and security, the remaining tasks from the Safety and Security Steering Committee are being transitioned over to the DPSS Lead Team. The DPSS Lead Team also has the responsibility to implement the Board's directives. All members of the DPSS Lead Team were also members of the Safety and Security Steering Committee and/or its Work Groups. All current members of the Advisory Board to the DPSS (Interim) Executive Director are the current incumbents in the same four vice president positions as were the Executive Sponsors of the Safety and Security Steering Committee.

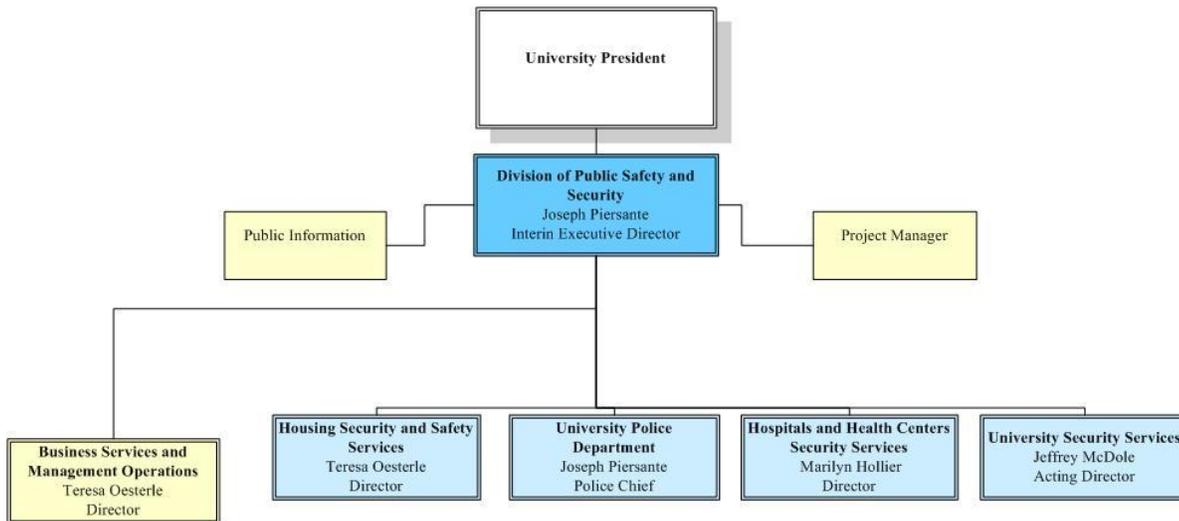
3. Brief Description of DPSS Lead Team and the Advisory Board to the Executive Director

Initially the Advisory Board is made up of the current incumbents in the same vice president positions that made up the Executive Sponsors of the University Safety and Security Steering Committee, listed in the next section below.

Division of Public Safety and Security Lead Team members (incumbents in the following positions):

- Executive Director of Division of Public Safety and Security
- Director of Housing and Safety Services
- Police Chief, University Police Department
- Director of Hospitals and Health Centers Security Services
- Director of University Security Services

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Transition Work Groups: There are various work groups assisting with the transition to the new division, including Accounting Work Group, Space Work Group, Standard Practice Guide Work Group, Personnel Work Group, and Budget Work Group, consisting of police and security and central administrative management and staff.

4. Brief Description of Steering Committee and its Executive Sponsors

Executive Sponsors (incumbents in the following positions):

- Executive Vice President for Medical Affairs
- Executive Vice President and Chief Financial Officer
- Vice President for Student Affairs
- Vice President and General Counsel

Steering Committee: The eleven members include management from Hospitals and Health Centers, Facilities and Operations, University Human Resources, the Division of Student Affairs, the Office of the Vice President for Research, and the College of Engineering.

Work Groups: The forty members are made up of content experts and many are members of multiple work groups and/or are members of the Steering Committee.

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Summary of Current Status and Improvements to Date

1. Work of the Steering Committee to Implement the October 19, 2012 Regents' Directives (this includes implementing specific directives and other initiatives to improve the culture and/or operations):
 - A. The new division of DPSS has been created.
 - 1) The DPSS is now functioning and has day-to-day operational oversight and jurisdiction over the former Department of Public Safety, Hospitals and Health Centers Security, and Housing Security, as well as Emergency Preparedness and museum security. DPSS also now exercises supervision over contract security at North Complex Research Center. The DPSS approves requests for contract security for all units.
 - 2) The University President and the DPSS Executive Director co-hosted a DPSS wide Town Hall meeting in November 2012 to explain the reasons for bringing all Ann Arbor safety and security together within one division, to assure officers and staff that their best interests will be served, and to answer questions. Attendance was mandatory for officers and staff of all shifts except where necessary for certain individuals to remain on post or in the case of a preapproved absence.
 - 3) Details are in the process of being completed by various work groups, including:
 - Finalizing permanent space/offices.
 - Reworking accounting, reporting, system access, appointments, and arranging for permanent administrative support.
 - B. DPSS has formed a DPSS Standard Practice Guide Project Team and has hired an outside consultant to assist in writing a University Uniform Standard Practice Guide related to safety and security, as directed and described by the Board of Regents in their October 19, 2012 memorandum to the University community. We anticipate having an initial draft SPG completed by the end for April 2013.
 - C. DPSS continues to develop team building activities in order to further improve and solidify cooperation and respect between and among the safety and security units, and other University departments with which they regularly collaborate:
 - The DPSS Lead Team was formed, consisting of the Executive Director, direct reports, and certain support staff, and meets weekly.
 - A new weekly electronic DPSS Digest has been implemented and is sent electronically to all division employees. It provides updates on activities, employee development opportunities, policy and procedure changes, and general information.
 - The DPSS Administrative Team was created and meets six times each year. The Team is made up of the DPSS Lead Team members and individuals one level lower.
 - The DPSS Division Forum was created and meets three times each year. The Forum includes members of the Administrative Team and all supervisory staff. The purpose of the Forum is to ensure that all supervisory staff are regularly updated on division activities.
 - An internal University consultant has been engaged to assist the DPSS Lead Team in further team building activities.

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D. Michigan Creative, University of Michigan Office of VP for Global Communications and Strategic Initiatives, has been engaged to advise on branding. The primary goals are to strengthen the sense of a unified DPSS while incorporating individuality for each unit and to ensure that University community members will be able to differentiate police personnel from security personnel. Michigan Creative has made some initial draft recommendations for consideration.

2. Remaining Tasks Transitioned from the Steering Committee to the DPSS Lead Team to Complete Implementation of Management's Response to Report of University Audits

A. To complete management's response to summary recommendation to foster better understanding and sensitivity of duty to report requirements, the University Police Department is in the process of developing an online Clery Act training module. Expected completion is April 2013.

B. Initially the University Police Department was going to hire an outside consultant to review the quality of its communications center operations, in response to a University Audits recommendation to review the 911 operations of the University Police Department Communications Center. As a result of unifying all safety and security units under a new Division, the project has been expanded to also review Hospitals and Health Centers Security Facilities Control Center and the emergency response components of the North Campus Research Complex security systems. The consultant will also review the shared reporting system. A consultant has been identified with work expected to begin February 2013 and stay for about ten weeks before submitting their report.

3. Work Completed by the Steering Committee to Implement Management's Response to Report of University Audits

The USS Steering Committee has completed improvements that address many of the specific recommendations from the University Audits Report. However, while in some cases specific recommendations were addressed, the DPSS Lead team continues to work to make further improvements in the spirit of the recommendations. All policy and procedures that were written and put into practice were designed with the intention that they both provide specific policies and/or practices to meet operational requirements and that they foster a culture that encourages mutual respect and cooperation among the various participating individuals and departments. The following are summary recommendations and responses/actions (the actual University Audits Review Report contains more recommendation details than are listed here):

A. Summary Recommendation: Develop an extensive set of common guidelines and protocols for reporting security incidents throughout the University.

Response Completed:

1) A comprehensive *Guidelines for Security Cooperation during Investigations* was written and put into practice. The guidelines established an investigative process that is designed to be fair, free from intimidation, exhibit respect for all participants, and provide for appropriate due process.

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- 2) Security department specific common reporting guidelines that contain specific incident types and defined roles were developed between security and DPS (now University Police Department).
- 3) A chart of investigative duties was developed that cross references criminal incident types with applicable policies and investigative units.

B. Summary Recommendation: Raise awareness of the patient, employee and student privacy rules.

Response Completed:

- 1) The University of Michigan Health System (UMHS) has issued *UMHS Policy 01-04-313 Disclosure of Protected Health Information for Law Enforcement Purposes* that provides specific guidance regarding sharing protected health information with law enforcement.
- 2) Patient, student, and individual privacy training has been incorporated into law enforcement and security officer training programs and policy. All existing police and security personnel have completed training modules. Training is mandatory for new hires. The training is reviewed periodically for potential updates.

C. Summary Recommendation: Foster better understanding and sensitivity of duty to report requirements.

Response Partially Completed. The following were implemented:

- 1) Twice a year (once each Fall and Winter terms) an electronic communication signed by the three executive vice presidents and two chancellors is sent to deans, directors, and department heads reminding faculty, staff, and students of the university's policy and expectation that its members report suspected criminal activity and other wrongdoing. The most recent communication was sent on January 18, 2013.
- 2) Duty to report is included in annual mandatory training for all law enforcement and security officers.
- 3) University Police Department continues to provide annual notification regarding Clery Act disclosure requirements (this is not new, but has been in effect since passage of the Clery Act). The Clery Act is a federal statute that requires all colleges and universities to disclose information regarding crimes on or near campus.

The Following is In Progress, with Oversight provided by the DPSS Lead Team:

- 1) The University Police Department is in the process of developing an online Clery Act training module. Expected completion is April 2013.

D. Summary Recommendation: Review the use of 911 triage and dispatch.

Response Completed as to Short Term Improvements. To address on a longer term basis, an outside consultant has been hired to review the quality of 911 and other call/dispatch centers.

The following were implemented:

- 1) Hospital and Health Centers (HHC) call center operator scripts now clearly inform the caller that they have reached Hospital Security and who will respond to the call (Hospital and Health Centers Security, UM Police, or a medical emergency team).

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- 2) HHC call center calls are now logged, classified as emergency/non-emergency, and reviewed by management. The majority are calls regarding medical emergency that are occurring inside the main hospitals and clinics.
- 3) The HHC call center phone system was equipped with the ability to conference UM Police into a call and/or perform a dedicated transfer to UM police for crimes in progress.
- 4) University Police and HHC Security share the same radio system, and UM Police have the ability to monitor all dispatched calls and portable radio traffic.

The University Police Department had intended to hire an outside consultant to review the quality of its communications center operations. However, in view of the consolidation of police and security units under a single division, the DPSS Lead Team has decided instead to broaden the review to include the HHC Facilities Control Center and the emergency response components of the North Campus Research Complex security systems.

- E. Summary Recommendation: Create a shared communication system that facilitates accountability and cooperation (between University Police, Hospital and Health Centers Security, and Housing Security)

Response Completed as to Implementing a Short Term Solution. To address on a permanent basis, an outside consultant was hired by the new DPSS to review the shared dispatch/reporting system, together with an overall review of the 911 and other communication systems.

- 1) The following temporary solution was implemented. DPS (now the University Police Department) and the Communications Systems workgroup created a temporary solution to bridge the communications and report sharing gaps that occurred when the former DPS moved from an internally developed information management system to a regional law enforcement system (CLEMIS) in January 2012. The temporary solution is a web-based reporting tool that allows relevant incident reporting and other information to be shared between University Police, HHC Security, and Housing Security.
- 2) The permanent solution is being addressed by the new DPSS, which hired a consultant to review the existing shared reporting system, as part of a broader review of police 911 call center, HHC Security medical emergency call center and North Campus Research Complex dispatch system.

- F. Summary Recommendation: Formally debrief on major security incidents.

Response Completed.

The Major Incidents Debrief Work Group created policy, forms, and a process for formal debriefs and lessons learned after major security incidents. This process has been used several times between University Police Department and HHC Security with good results.

- G. Summary Recommendation: Develop ongoing team-building training programs.

Response Completed. However, in the spirit of the recommendation, additional team building is being developed by the DPSS Lead Team.

Multiple joint-training and orientation activities have been implemented. Newly hired University Police, HHC Security Officers, and Housing Security Officers have shared training experiences. Joint presentations are made. Joint specialty training is occurring.

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H. Summary Recommendation: Review the reporting lines and communication structure of police and security units.

Response Completed.

- 1) Management hired an outside consultant to perform organization benchmarking with University of Michigan peer universities.
- 2) The report of outside consultant was shared with the University community as part of the October 19, 2012 public Board of Regents meeting.
- 3) The Board directed the creation of the Division of Public Safety and Security to bring together all safety and security components of the Ann Arbor campus under a unified division reporting to the University President.

I. Summary Recommendation: Consider a DPS (now University Police Department) liaison office within the Health System (specifically Hospitals and Health Centers).

Response Completed.

- 1) Rather than a physical University Police Department liaison office in the HHC, University Police Department instead established a Police Liaison Officer role that makes daily connections with HHC Security shift supervisors.
- 2) The model was expanded to include offsite HHC Community Oriented Patrol officers (e.g.: Briarwood, KMS, East Ann Arbor, etc.), which includes routine exchange of information, and assistance as needed.

J. Summary Recommendation: Develop cross-functional teams.

Response Completed.

- 1) Multiple permanent collaborative teams consisting of members of University Police, HHC Security, and Housing Security have been created and regularly meet, including Domestic/Workplace Violence, Crime Alerts/Clery Act, Emergency Preparedness Team, Weekly Crime, and Special Events/VIPs.
- 2) Police and Security work together at large campus events, such as football games.

K. Summary Recommendation: The culture must change/Engage an outside expert to conduct a cultural audit.

Response completed as to having engaged an outside expert. The culture has improved substantially, but sustaining improvements and further improving the culture requires ongoing attention.

- 1) Management hired an outside consultant to perform a cultural assessment.
- 2) The report of outside consultant was shared with the University community as part of the October 19, 2012 public Board of Regents meeting.
- 3) The Board accepted the recommendations of the outside consultant and directed that specific steps be taken.