

University Budget Advisory Committee

Minutes – 10/27/2022 Meeting

At-large faculty representatives present:	Drew Delaney (Senior Lecturer, CAS) Brad Hansen (Professor, CAS) Dan Hubbard (Assoc. Professor, CAS)
College faculty representatives present:	Liane Houghtalin (Professor, CAS) – Co-Secretary Alexis Rutt (Asst. Professor, COE) Smita Jain Oxford (Senior Lecturer, COB)
USC representatives present:	Arin Doerfler (Senior Accountant-Fixed Assets) – Co-Secretary Kim McManus-Carini (Operations and Finance Coordinator) Ryan Snellings (Collections Manager)
Athletics representative present:	Patrick Catullo (Director of Athletics)
Student representative present:	Ellelyshia Ardo (SGA)
At-large faculty representatives absent:	Laura Bylenok (Asst. Professor, CAS) – Chair
Guest:	Michael Hall, Chief of Police

The meeting was called to order at 4:01pm. Summary of discussion:

1. Ms. Houghtalin announced that meetings would be recorded. Recordings will serve to aid not only those taking minutes, but also absent members in keeping abreast of the work of the committee. Recordings are not to be shared outside the committee.
2. Committee member introductions.
3. Ms. Houghtalin asked Chief Hall to provide the committee information on the needs and priorities for his area.
 - a. Chief Hall provided an introduction on his background, 38.5 years in law enforcement, prior to coming to UMW he was with the Local and State Police for 25 years. Campus policing is a totally different theatre versus traditional law enforcement.
 - i. Same roles and responsibilities in how you act or interact with the community and what you service, the challenge lies in educating the community on what you can and cannot do.
 - ii. When I came to the University, the University was using antiquated systems, handwritten reports and was unaccredited. One of my commitments to the BOV and the Administration was to bring UMWPD into the 21st Century.
 - iii. From 2007 Virginia Tech shooting, the incident at Bridgewater, and a continuation and escalation of issues in society as a whole, campus law enforcement has become pragmatic. I don't like to dwell on the active shooter component – things happen every day and you are more likely to be struck by lightning than to be involved in an active shooter situation. Bad people do bad things to good people. We want to set the stage for our community members, students, faculty, staff and visitors that can come to a place that they feel comfortable and can excel.
 - iv. I am passionate about the safety of this community and I bear the responsibility when issues arise. When things become pragmatic or challenging, I voice concerns to the President and Administration.

- v. The administration has continued to support campus safety by installing cameras, implementing a new radio system, and it has been committed to access control for residence halls; the flagship is Virginia Hall, which is card-access only. These measures are being put in place for all new buildings, and construction has to go through the process of cameras and access control during construction. These are the physical safety measures that we can put in place, which a lot of the time comes from one-time funding.
- vi. One of the areas that we have to get behind is the campus camera replacements and blue light systems. This year, we have requested additional one-time funding from the state for our blue light system replacements; state funding is still pending.
 - 1. The university transitioned to new software and some of the blue lights that are 20-30 years old have deteriorated and have come offline.
 - a. Areas that have offline blue lights: Sunken Road, the Apartments, and the Battleground. We are committed to replacing those, we are waiting on a second bid to install. The cost to replace is estimated to be about \$400K.
 - b. Prior to Covid, I appointed a task force comprised of staff, faculty, students, emergency management and other stake holders to review our blue light systems on all three campuses and make recommendations for reductions and improvements. The committee's report was forwarded to the President and the Cabinet. The blue light system failures came to bear prior to the recommendations of the blue light committee, though we are moving forward with the plan for improvement:
 - i. Removing and decommissioning the yellow boxes that are attached some of the buildings, as those are not needed any more.
 - ii. Reallocating some of the existing blue lights at Anderson to other areas.
 - iii. Installing new blue light systems that also have cameras, like the one installed in front of Farmer, will reduce the footprint of cameras that is needed, because that new technology has a bigger scope.
 - c. The question, do we need all these blue lights, has been an area of concern across the nations. I've talked with colleagues across the Commonwealth and there has been some movement to reduce some of the them and we're encouraging the advancement of the Guardian App, which is basically a blue light system on your phone.
 - i. We cannot measure the true deterrent that the blue lights have. Students and parents talk about a sense of security with the blue lights and that sense of security is hard to measure.
- vii. We also asked the state for funding for an officer position, as well as for funding for a new police station.
 - 1. Due to deferred maintenance, Brent House will be shut down in the near future. The police department is relocating to South Hall in the interim, with no disruption in service. The plan going forward is then to move to Eagle Village.

- viii. UMWPD became accredited four years ago and we were just reaccredited this year. That is a huge thing, when I came to UMW we were unaccredited and with the support of the administration we worked to correct that.
- ix. We have come together in a community policing style, engaging in our community with students, faculty and staff. It is huge that we come together to have conversations, especially during difficult times. The last 18-24 months, with Covid and the issues we had in community policing as a whole nationwide should not have happened and is not a reflection of policing as a whole. 98-99% of law enforcement comes to work every day to help people, that is our job. There are bad things that happened and we don't want that to happen again.
 - 1. At UMW, we coming together to understand our roles and responsibilities, understanding our communities and identifying shortfalls.
 - a. The Feds will push down mandates without funding, like the Jeanne Clery Act and Title IX, including publishing and posting the annual security report and the crime log being accurate.
 - i. Failure to comply with these measures result in huge fines, \$58K per day per incident.
 - ii. Our team is responsible for handling these mandates, accreditation, training and responding to calls.
 - 2. Mental health has become a huge problem, it was huge before Covid, but now it is an even greater challenge. What we are seeing in secondary education is now filtering over to higher education. Covid isolation created an even bigger issue that we will be dealing with for decades.
 - i. We have to have the infrastructure in place in order for individuals to be successful here, to offer additional support when needed. I am passionate about this because if we get a call at night for one of our students that is in trouble, we need to be there to support them.
 - ii. Staffing has become pragmatic. When our officers respond to a mental health call to assist one of our students, we do everything we can to help them, but sometimes the situation is elevated to a point where additional services are needed and that student has to be evaluated and/or committed.
 - 1. I require our officers to have forty hours of training for crisis intervention. Two officers are instructors, who teach other officers how to intervene without elevating. We don't want to be mental health people, but at 2 o'clock in the morning, when most of these things happen, law enforcement is who is available to respond. So, we have taken the necessary training to be able to assist until we can get these individuals to the appropriate people.
 - 2. We try to have a minimum of two officers on staff 24/7. When we get the call for a mental health individual and have to take them across the street to Mary Washington hospital to be evaluated, that evaluation process can be anywhere from six to eight hours or longer. As a result of the shortage of beds,

the officer handling the call will have to take the individual out of the local area to a hospital equipped with beds. It is a larger mental health problem across the board. When situations like this happen and there is only one officer on duty, it becomes a problem.

- a. Officers, including myself, have come back after day shifts to work the midnight shift to cover these situations and staffing shortages.
3. The city of Fredericksburg and surrounding law enforcement can help, but they don't know campus policing and the problems facing campus communities. When I was outside law enforcement, how we deal with things here I'd never do, in that way I would respond to the call, evaluate the situation, make the appropriate action and move on to the next call. Campus law enforcement is totally different. We know our community, just like school resource officers, it takes unique individuals that can do this job, to be a part of the community and engage in understanding, rather than locking up an individual. There are certain things, like sexual assault and hate crimes that are not tolerated, but other things we utilize a diversion program, working with the Commonwealth's Attorney and Student affairs to hold our students accountable, but not crucify them for the rest of their lives. We like to provide education opportunities as much as possible.
- x. Funding staff is a main topic of concern. In previous years, we had 19 officers on staff and 5 dispatchers. Given the national challenges over the last few years, many people are leaving law enforcement. Recruiting is very difficult nowadays for all law enforcement agencies. UMW salaries were very low in comparison to other law enforcement agencies in the area. The agencies in our area are hiring and then providing raises and advancement within the agency, often recognizing time in service, providing sign-on bonuses and take-home vehicles.
 1. With lower student numbers, I agreed to give up two of the 19 positions to increase salaries to bring starting salary around \$60K per year for certified officers.
 2. We lost three officers last year to Northern Virginia Community College, who offers a starting salary of \$72K per year.
 3. We lost two dispatchers during the pandemic, having to utilize police officers to fill in the gaps of coverage.
 4. Law enforcement bare minimum coverage with two officers on duty requires 12 officers and dispatch staffing requires 5 people on staff 24/7/365.
 5. Currently we have 11 people working campus law enforcement, including myself.
 - a. We are recruiting for one position and have one female officer at the Police Academy. We had a second recruit at the academy, however that person was not successful, so we are now recruiting for that

position as well. With recruiting and successful completion of the academy, this brings us to 14 total positions and we are funded for those 14 positions.

- b. We have one officer retiring in November, but we are not funded to refill that position at this time.
 - c. This makes it very challenging to meet the minimum threshold of officers and dispatchers on campus 24/7, while still maintaining the minimum training.
 - i. The training that we utilize is often free and local, but we could be doing better with training, by doing more than the minimum. Our community wants us to have additional training and resources, but we don't have the budget.
 - d. Chronicle of Higher Education says that a university should commit 3-5% of its operating budget to funding public safety. Our total budget is \$1.9M.
 - i. Staffing takes up the vast majority of that funding.
6. If student numbers stay where they are now, I am asking for 16 officer positions.
- a. Our ability to have programs like additional escorts and others depend on staffing, right now we are limited in what we can do because we just don't have the staff.
 - b. A single officer responding to an incident opens ourselves up to challenges.
- xi. I can assure you that if something happens, if there is a major incident on campus, we are coming, make no mistake about that. Whether I am calling Fredericksburg or the State Police, we are coming. The day-to-day operations are where we need to make sure we have our budget priorities.
4. The meeting transitioned to questions.
- a. Ms. Houghtalin said that she is certainly convinced that we need routine replacement of cameras and blue lights, but asked confirmation that we do not have a routine replacement schedule in place, but rather replace equipment on an ad hoc basis.
 - i. Chief Hall said his recommendation is for the administration to provide a budget line item for such replacements to be utilized specifically for that equipment, similar to what the university does for computer replacement. He said that he has voiced this recommendation to the administration, where it stands in terms of priority is unclear.
 - b. Ms. Houghtalin said that UMWPD used to have 19 staff members comprised of 5 dispatchers and 14 officers, but now we only have 11 officers and yourself, is that correct?
 - i. Chief Hall right now we are currently allocated and fully funded for 14 positions. The 15th position funding was utilized to fund the dispatch position. Putting the money back to fund the 15th position, roughly \$70-80K would make that a functional position.
 - ii. Best case scenario, with the numbers that we have now, we need funding for 16 officer positions. We have asked the state for additional funding for an officer position.
 - 1. Ms. Houghtalin followed up by saying that she does not see a justification for reducing positions from 19 because it is not just the area of campus that needs to be covered, it is also the hours of coverage, so it is hard to believe that 15 positions could cover the same area.

2. Mr. Hubbard said that he had to jump in to clarify that we don't currently have 15 officers, we currently have 11 including the Chief. We are funded for 14.
3. Ms. Houghtalin said that last year UBAC recommended that university work to get some of the library hours back to pre-Covid operations, but to do that properly we need to have officers that can come and patrol that area and close out the library at night. So, these things go hand and glove with some of our other recommendations that we can't be short staffed in the police department and expect buildings be open later.
- c. Ms. Houghtalin said that Chief talked about the minimum training requirements for our officers, but that she wanted to bring up the lack of training for faculty (and staff) in knowing what to do in an active shooter situation. K-12 teachers get training on what to do to try and minimize the impact of a situation like that. Our classrooms here at UMW are not cookie-cutter, layouts vary, in some areas there is no way to lock the door, no equipment like door wedges to keep a door from being pushed open. There seems to be no discussion or training from the police department and that sort of training would require money and resources, so we see the very great importance of the security and safety of the University.
- d. Ms. Houghtalin asked if Chief Hall if he feels he has enough money in his budget to adequately recruit, for routine replacement of central equipment, to initiate new items such as faculty training and workshops, and enough people to patrol if buildings like the library have extended hours.
 - i. We had funding for part-time security, but we utilized some of that funding to create a full-time Security Officer; but it is robbing Peter to pay Paul. We have another security officer that started this week. We don't need someone stationary with buildings like the HCC, Library, etc. but having a person float through.
 - ii. Training recommendations have been made for active shooter scenarios, there are thousands of videos out there, we need to produce one for the University of Mary Washington that talks about best practices and safety and security as a whole. We'd probably be looking at \$20K to have something like that made here.
 - iii. For officer training, we require 40 hours of training by the Department of Criminal justice every two years; that certifies our law enforcement. We'd like to do more than that, but don't have funding.
 - iv. We do offer area specific active shooter training; Chief or Lt. Gill will come out to the different areas and are available to discuss the different challenges of those areas.
- e. Mr. Catullo said we are almost out of time and asked the Chief to give the committee specific numbers.
 - i. Chief asked to provide those numbers via email.
 - ii. Mr. Hubbard asked the Chief to also include police equipment needs with Mr. Catullo's request.
 1. Chief said that those areas are taken care of, police weapons and vehicles are okay, it is the training and personnel are where we need additional funding.
- f. Chief Hall thanked the committee for the opportunity to come and talk. He reiterated that safety is not comprised on campus, but that we need to address the sustainability of staff and the community as a whole.
5. Ms. Doerfler concluded the meeting.

The meeting was adjourned at 4:57pm.

Respectfully submitted,

Arin Doerfler - UBAC Co-secretary