



SUBJECT	UBC OKANAGAN CAMPUS SECURITY ANNUAL REPORT 2019
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PRIOR SUBMISSIONS

[UBC Okanagan Campus Security 2018 Report](#)

EXECUTIVE SUMMARY

The UBC Okanagan Campus Security 2019 Report provides an update on Campus Security accomplishments, priorities, and statistics on personal and property crime reported to Campus Security for the 2019 calendar year.

Reported personal crime statistics, including assaults, sexual assaults, indecent acts, and robbery, were lower in 2019 than in 2018, continuing an overall decrease in personal crime over the past 5 years. It is recognized that not all victims of crime choose to report incidents, so the statistics are not a complete reflection of the activity on campus. Victims of crime may choose to report incidents to Campus Security, Health and Wellness, Student Housing, and/or the local RCMP detachment. Included is a table which details sex offenses and founded sexual assaults report to the RCMP. The Annual Report also includes information on the emergency blue phone calls, Safewalk, and First Aid responses, to reflect work being done to support personal safety on campus.

Due to a growing population and a campus that is increasingly accessible to members of the wider community, Campus Security anticipated an increase in incidents of property crime in 2019. The campus saw an increase in thefts, mischiefs, and break and enters. Thefts from bikes, backpacks and personal computers/laptops continue to be a problem on campus. Campus Security works with campus partners including Student Housing and Hospitality Services, the Library, the Bookstore, Campus Recreation, and Parking Services, as well as external partners such as the RCMP, to educate the community about ways to prevent property crime.

In 2020, Campus Security will conduct a review of UBC Okanagan physical security solutions. Immediate priorities include the review, replacement, and renewal of CCTV cameras on campus, transition to the most current version of the Salto keyless access system, and improvements to Salto service levels. Campus Security will work with various campus and regional partners to bring a harm reduction approach to campus events in alignment with the Interior Health Authority's standards. Finally, Campus Security will continue to provide support to higher-risk areas on campus and proactively address neighbouring impacts such as residential developments and better connectivity to campus.

APPENDICES

1. Campus Security Annual Report, 2019 – UBC’s Okanagan Campus

CAMPUS SECURITY ANNUAL REPORT 2019

UBC'S OKANAGAN CAMPUS



THE UNIVERSITY OF BRITISH COLUMBIA

Campus Operations and Risk Management
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MESSAGE FROM SHELLEY KAYFISH, DIRECTOR OF CAMPUS OPERATIONS & RISK MANAGEMENT

On behalf of the UBC Okanagan Campus Security team, I am pleased to present the 2019 annual report. This report highlights what has occurred within the campus community throughout 2019, with the direction for 2020 informed by learned experiences and the data captured over the last year.

The goal of Campus Security is to promote a safe and welcoming environment for the UBC community, embracing UBC's core values of integrity, mutual respect, equity and public interest. This includes implementing core programming, such as promoting education around personal safety and crime and loss prevention, maintaining the campus's emergency notification system, and monitoring life-safety alarm systems.

Campus Security realized a number of successes in 2019. Achievements included:

- making risk-mitigating recommendations related to persons demonstrating at-risk behaviour via the multidisciplinary Threat Assessment Team, with improved tools and increased training and support;
- creating a new contract guard position with additional training and qualifications, to address a previously forecasted increase in security challenges associated with new buildings, the Transit Exchange, and new physical access points to campus (i.e. vehicle, pedestrian, and cycling infrastructure);
- working with contract provider of guard services to develop a strategy to attract and retain appropriately qualified guards, in order to address existing concerns with services provided; and
- creating a new management role with oversight of the guards and communications centre (i.e. dispatch), with a focus on increased staff engagement, accountability, and professional development.

As we look ahead, Campus Security is prepared to meet its challenges going into 2020. In particular, the department is preparing to complete the review of physical security systems in place at UBCO, in order to develop a long-term, sustainable roadmap for physical security solutions on campus.

Campus Security has already created a short-term plan to address immediate security needs, such as upgrading the Salto keyless access system and replacing existing CCTV cameras that are no longer functioning, and will implement those changes over the coming year. An increase in staffing is also planned to improve Salto access service levels overall and address the needs of a growing campus.

Finally, Campus Security will continue the Contract Service Review begun last year to address the ongoing challenges that arise from contracting security guards from private companies. Contract guards continue to provide basic security services (i.e. building foot patrol, alarm response, first aid) 24/365, and while the campus has realized significant improvements over the last year in our ability to attract and retain qualified guards, additional review is required to determine the need for further changes to guard structure on campus.



ABOUT CAMPUS SECURITY AT UBC OKANAGAN

Campus Security promotes a safe and welcoming environment for the UBC community, embracing UBC's core values of integrity, mutual respect, equity and public interest. The team serves over 10,700 students, 1,200 faculty and staff, and nearly 1,700 student residents over 209 hectares and approximately 1.5 million square feet of building space. Campus Security operates 365 days per year with 24-hour coverage and is responsible for core programming such as personal safety, crime and loss prevention through education and training, proactive patrols, the student Safewalk program, UBC Alert (emergency notification system), and monitoring critical controls and life-safety alarm systems, as well as managing CCTV systems and keyless building access control.

As there is no permanent RCMP presence on the Okanagan campus (except during the first few weekends in September when they are contracted to be present), there is a high expectation that Campus Security will respond to all emergencies. This includes, for example, Regional Transit requests resulting from activity at the transit exchange, after-hours calls from residences, and close collaboration with external emergency services as well as other University departments, as needed.

Campus Security delivers services and executes programs and initiatives in four distinct areas:

- **Monitoring and Patrol Operations:** 24/7 proactive patrols of campus by foot, vehicle and bicycle; monitoring of critical controls and life-safety alarm systems; and after-hours coverage for power engineers.
- **Community Relations and Personal Safety:** community engagement; positive and proactive relationships with the Associate Vice-President Students portfolio, Human Resources, Student Housing and Hospitality Services (SHHS), and the UBC Students' Union Okanagan (UBCSUO) based on understanding support needs; and crime prevention and safety planning through advice, education and training, e.g. Basic Self-Defence training and the Safewalk program.
- **Access Services:** consultations, installations and technical support for alarm systems, Closed Circuit TV cameras, and keyless access control solutions.
- **Incident Management:** response to all calls for security service, including centralized first aid and automated defibrillator response.

2019: YEAR IN REVIEW

In addition to addressing needs arising from a growing population, and a campus that is increasingly connected to surrounding neighbourhoods, Campus Security has continued to strengthen its relationships with both campus and external partners, working with the RCMP on both the operational and senior leadership levels. Campus Security has also been working with campus and external partners to bring a harm reduction approach to student-run events hosted at UBCO.



As part of a core team with Human Resources and Health and Wellness, Campus Security has helped strengthen the assessment process associated with individuals demonstrating at-risk behaviour by participating in a multidisciplinary Threat Assessment Team. The Threat Assessment program is administered and supported by the Office of Campus Operations and Risk Management, which ensures ongoing training that utilizes standardized triage and risk assessment tools, and has external support from professional consultants and the RCMP as needed. The team was activated several times in 2019 and has proven very effective at addressing potential risk of violence.

Improving the security associated with the new Commons building and the Transit Exchange continues to be a priority. In 2019, the Office of Campus Operations and Risk Management partnered with the City of Kelowna to increase safety and security resources applied to the Transit Exchange. In addition, Campus Security worked with UBCO's guard services contractor to create a new, more highly-trained guard position assigned specifically to the Commons and Transit Exchange areas in order to address the conditions in those areas.

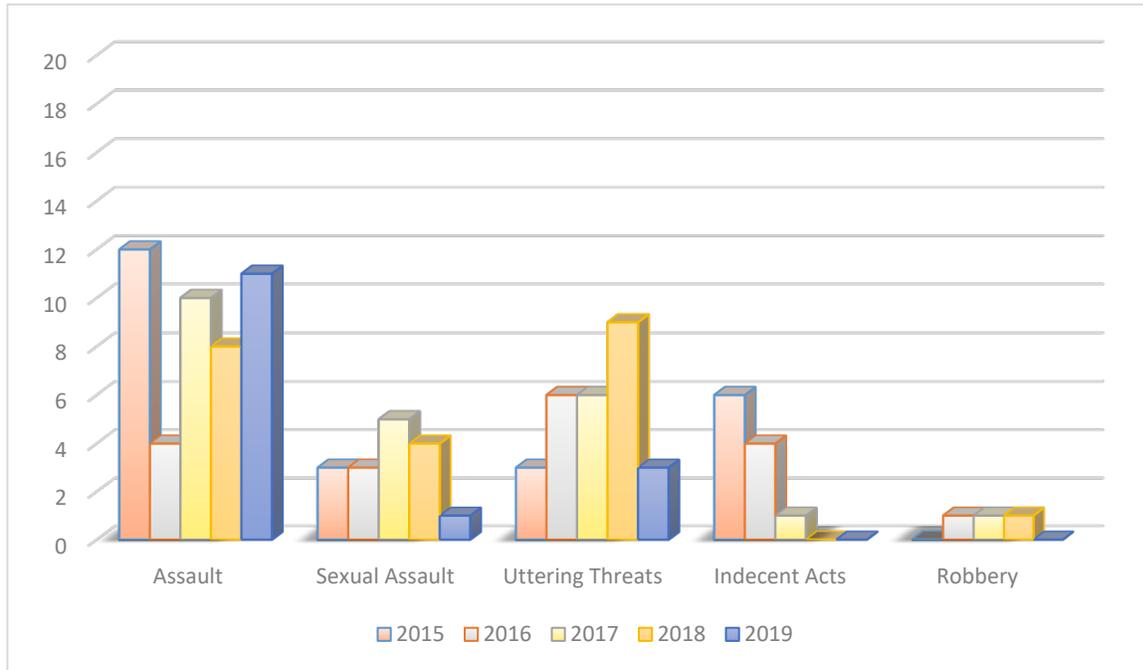
Campus Security also created a new management position that is now responsible for overseeing the guard services and the communication (Dispatch) centre. This position provides a dedicated focus on staff engagement and accountability, and has created additional capacity for the existing Security management team, allowing the team to develop and implement an outward-facing communications strategy intended to educate the campus community on key areas.

In 2019, personal crimes declined to 15 incidents from 25 incidents in 2018, continuing an overall decrease in personal crime (inclusive of Assault, and Uttering Threats) over the past five years. Of the 11 physical assault reports, 25% of all incidents related to the Transit Exchange, which speaks to the continued success Campus Security has had in working closely with BC Transit and the RCMP as all stakeholders identify transit users known to pose a risk the personal safety of others. Incidents of sexual misconduct disclosed to Campus Security declined from four (4) reports in 2018 to one (1) report in 2019.

Property crime (inclusive of Theft, Theft from Auto, Theft of Auto, and Break and Enter) saw an increase from 66 incidents in 2018 to 84 incidents in 2019. Of the property crime reports, five (5) were Thefts of Auto, up from one incident in 2018. Three of the five stolen vehicles belonged to the University and were ultimately recovered. Theft from Auto remained at 17 from 2018 to 2019, with 76% of incidents occurring in R Lot. Theft of bicycles remained at 17 from 2018 to 2019. There were seven (7) incidents related to electronics and nine (9) incidents related to wallets and identity stolen.

Mischief and property damage, mostly of a minor nature, saw an increase from 98 incidents in 2018 to 124 incidents in 2019; however, there was a significant decrease in incidents in 2018 compared to previous years, and the number of incidents in 2019 is relatively consistent with the number of incidents reported in 2015-2017.

2019 STATISTICS: REPORTED PERSONAL CRIME AT UBC OKANAGAN



PHYSICAL ASSAULT (11 OCCURRENCES)

Three (3) reported assaults at the Transit Exchange involved non-students: one (1) related to unknown persons physically assaulting a student, and two (2) other altercations involving non-students physically fighting with one another while waiting for the bus. One (1) non-student pulled a pipe from his jacket to use as a weapon on a guard when found sleeping near the Daycare after-hours. Three (3) involved objects thrown at people from moving vehicles. Three (3) involved students in residence: Two (2) related to domestic violence, one (1) in residence and one (1) at an event in an academic building. One (1) involved campus employees displaying road rage over a parking stall.

SEXUAL ASSAULT (1 OCCURENCE)

RCMP advised Campus Security of a sexual misconduct that occurred at student organized event (concert). Campus Security documented the occurrence and made relevant campus support resources aware.

KELOWNA RCMP DETACHMENT SEXUAL ASSAULT STATISTICS

During the period of January 1 – December 31, 2019, the Kelowna RCMP detachment confirmed a total of one complaint, which was founded. This is the complaint noted under the “Sexual Assault” category, above.

The following tables show the number of sexual assaults reported to the Kelowna RCMP for any incidents occurring at the UBC Okanagan campus.

This data has been made available as a result of continued University/RCMP partnership.



YEAR	REPORTED* SEX OFFENCES	FOUNDED* SEXUAL ASSAULTS
2015	2	2
2016	1	0
2017	2	1
2018	1	1
2019	3	3

**As of 2019-01-01, new standards for how Canadian police report founded and unfounded, solved and unsolved cases took effect. Prior to 2019, only offences proven to have occurred were included in founded occurrences. Since 2019-01-01, founded occurrences include offences where it has been determined that the reported incident did occur or was attempted, and offences where there was no credible evidence to confirm that the incident did not take place. These changes affect crime statistics, particularly the ability to compare "founded" incidents which occurred before 2019-01-01 with those which occurred on or after that date.*

UTTERING THREATS (3 OCCURENCES)

Of the three (3) verbal threats, one (1) related to a student having thoughts of harming a specific faculty member, others, and himself. RCMP and campus/community resources were engaged and Campus Security made recommendations for restrictions pursuant to UBC Policy No. SC13. One (1) incident was reported by UBC Parking of a Parking Services customer making verbal threats after being disgruntled for receiving a traffic notice. One (1) non-affiliated person reported receiving an online threat. Neither complainant nor subject identified as affiliated with UBC, and no further complaints pertaining to the online profile(s) were received by Campus Security.

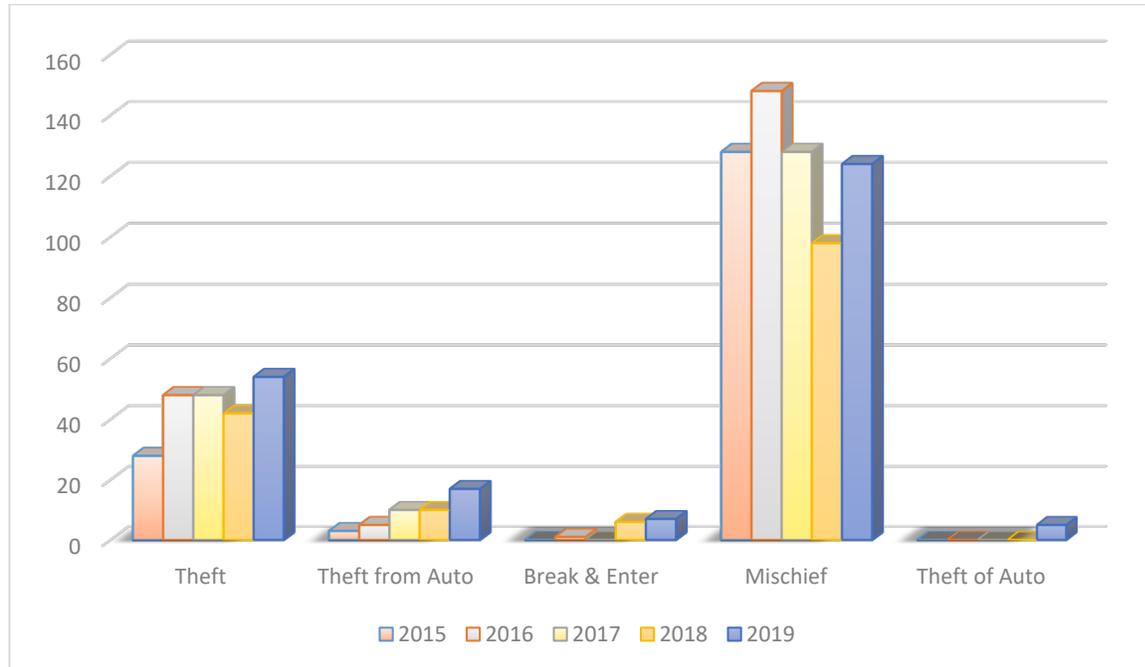
INDECENT ACTS (0 OCCURRENCES)

There were no reported occurrences of indecent acts on campus in 2019.

ROBBERY (0 OCCURRENCES)

There were no reported occurrences of robberies on campus in 2019.

2019 STATISTICS: REPORTED PROPERTY CRIME



BREAK AND ENTER (7 OCCURRENCES)

There were seven (7) incidents of break and enters (B&E) reported in 2019, three (3) of which resulted in thefts of UBC Okanagan property. One shed was broken into, resulting in the theft of a golf cart; one gated vehicle compound was breached, resulting in the theft of a bicycle; and one locked construction container was entered, resulting in the theft of a piece of equipment. There was also one (1) incident of theft from a construction site resulting in the theft of non-UBC property and one (1) incident of a locked construction storage container being entered that did not result in property loss.

There were two (2) incidents reported involving an academic building, University House, one of which was unsuccessful. The other incident involved a person intending to sleep there after hours. The person was referred to RCMP and transported off campus.

THEFT (54 OCCURRENCES)

Theft of personal property continues to be a crime of opportunity. As the campus becomes increasingly connected to the wider Kelowna community (i.e. the opening of John Hindle Drive and Upper Campus Way, new bicycle trails, and expanded transit schedules), access to campus increases, as do instances of unattended or inadequately secured property. Campus Security saw a rise from 43 reported instances of theft in 2018 to 54 instances in 2019.

In most cases, stolen laptops, cell phones, backpacks and bags were left unattended in public areas. In 2019, there were 17 stolen bicycles left unsecured or secured with an inferior locking device, which are easily compromised, resulting in loss of property. Campus Security continues to remind the campus community to protect personal property and to secure bicycles in high-traffic, well-lit areas using a high-quality hardened steel u-lock. In



2019, Campus Security held a Bike Smart event and worked with RCMP Volunteers and Campus Rec to educate the campus community on property crime prevention strategies.

The three break and enters that resulted in theft of UBC property, noted above, are also included in the number of thefts reported here.

THEFT FROM AUTO (17 OCCURENCES)

Infrequent reports of theft from auto are attributable to proactive patrols identifying unlocked doors and examples of personal possessions left in plain sight. In 2019, Campus Security saw a spike in theft from Parking Lot R. 76% of calls regarding theft involved R Lot, resulting in five (5) plates and eight (8) personal items stolen from this lot alone. Three (3) vehicles reported to have one (1) plate and two (2) with items stolen from E, F and G Lots, while one (1) vehicle had its plate reported stolen off campus.

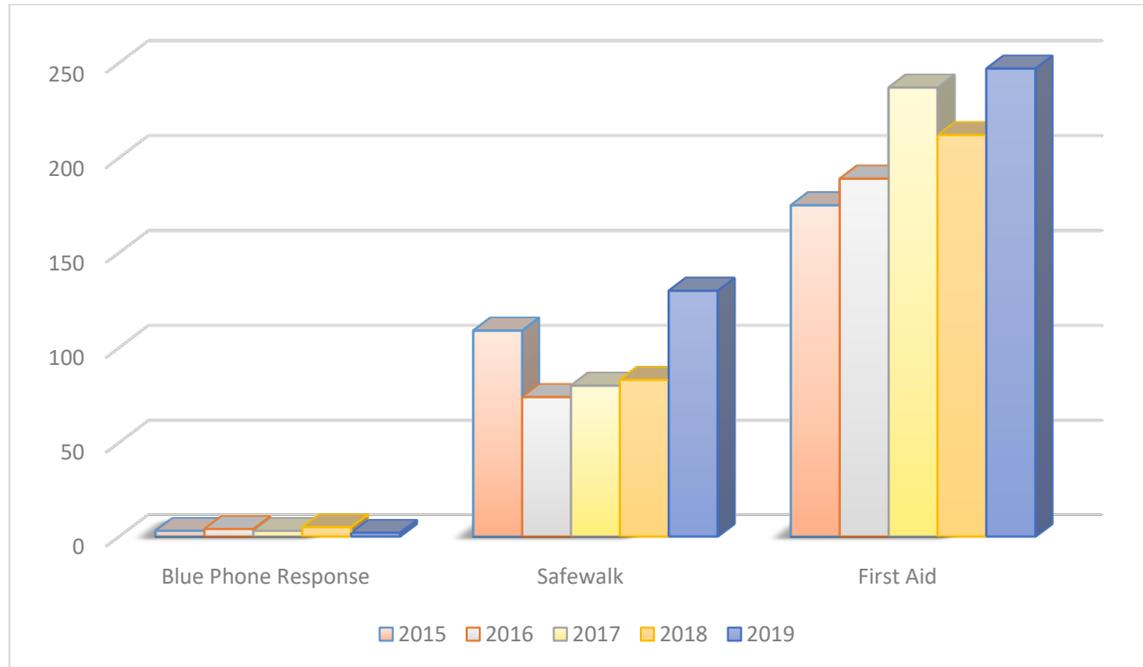
THEFT OF AUTO (5 OCCURENCES)

There were three (3) vehicles stolen from the Okanagan campus, two (2) of which are noted above in "Break & Enter". Once again, there were two (2) separate incidents of campus golf carts stolen from campus; one was stolen from a locked shed, as noted in the B&E section above, and one was stolen while parked outside a campus building. Both vehicles were later located on a campus community trail. One (1) research vehicle was stolen from the Science vehicle compound. The vehicle was recovered who by RCMP, which reported that the vehicle had been used in B&Es off campus.

MISCHIEF (124 OCCURENCES)

These reports are less threatening to the campus body, but are still potentially significant in nature should personal injury or infrastructure damage occur. Mischief reports include incidents such as people walking dogs off-leash, drivers drifting in the snow, graffiti, University Way bollards lowered, students donning reflective barrels while dancing in the street, bus drivers and passengers not smoking in the designated smoking areas and non-affiliated persons dumpster diving.

2019 STATISTICS: PUBLIC SAFETY



EMERGENCY BLUE PHONE CALLS (2 OCCURENCES)

There was a new call box installed in the H Lot overflow this year, bringing the total number of installed call boxes to five (5). This emergency line provides a link for students, staff and faculty who park further from the campus core to contact security in an emergency. Activation is accompanied by a local audible alarm. The two (2) uses of the callboxes in 2019 were non-emergency in nature and verified by a security officer dispatched to the location.

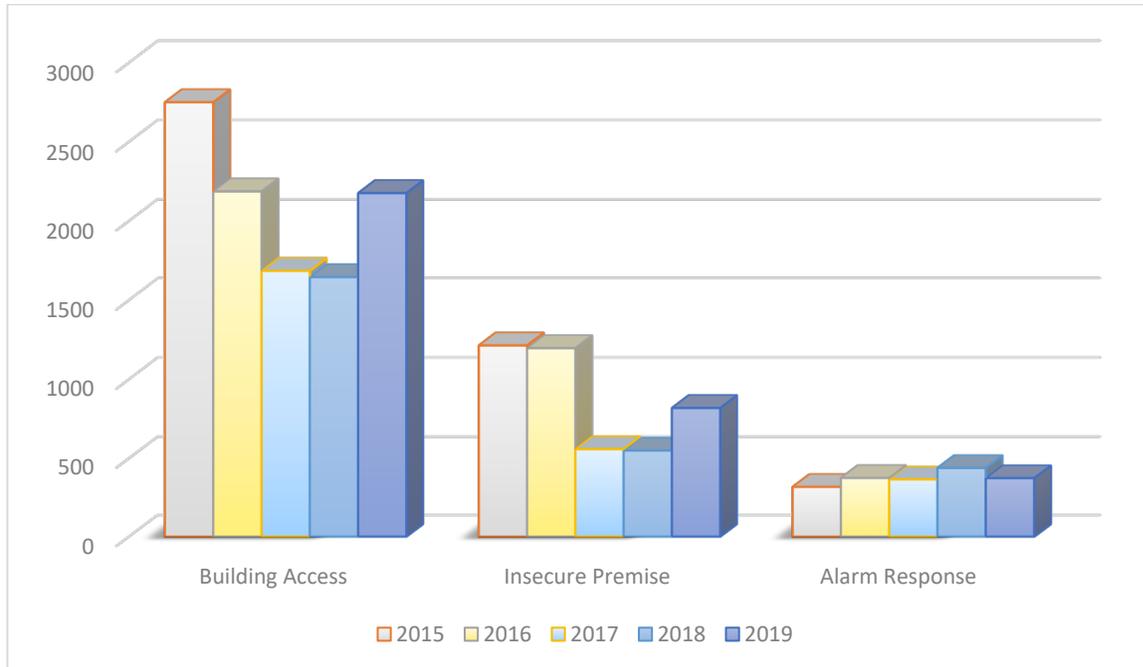
SAFEWALK (130 PROVIDED)

The Safewalk team, comprising student volunteers, escorts individuals by foot to their vehicles, academic buildings, residences and to transit. Since establishing the partnership between Campus Security and the student volunteers in the Emergency First Response Team, the Safewalk service has increased from 83 uses in 2018 to 130 in 2019. This continued partnership has proven successful in strengthening and increasing the visibility of this service to the campus community.

FIRST AID RESPONSE (247 RESPONSES)

Campus Security works in partnership with Health, Safety & Environment (HSE) to provide a centralized first aid service to the campus community, and to manage cardiac arrest through an automated external defibrillator (AED). The Residence Life-managed student volunteers on the Emergency First Response Team (EFRT) assist Campus Security in providing campus-wide first aid services. This partnership has proven successful through its four (4) years of existence. In 2019, HSE installed AED machines in the academy buildings near food service locations. The public access AED machines were placed in high traffic areas and made available for good Samaritan(s) to use in order to save time and lives.

2019 STATISTICS: PROPERTY PROTECTION AND ACCESS CONTROL



BUILDING ACCESS (2176 OCCURRENCES)

Campus Security commonly provides access for faculty and staff members who have forgotten their keys. Access to secure areas is also provided to staff, students, external contractors and other service providers with pre-authorized access from the department responsible for the space.

INSECURE PREMISE (819 OCCURRENCES)

All Okanagan campus interior and exterior doors are verified as secure by Campus Security daily. In addition, all office and classroom windows are verified and secured when left open after hours.

ALARM RESPONSE (374 OCCURRENCES)

Campus Security staff responded to 374 alarms in 2019. Campus Security monitors all campus alarms through the central dispatch office and saw a 15% decrease in incidents from 2018.



2019: HIGHLIGHTS AND ACHIEVEMENTS

THREAT ASSESSMENT TEAM

The Threat Assessment Team (TAT), a multidisciplinary team comprising membership from Health & Wellness, Human Resources, and Campus Security, began conducting violence risk assessments to support the University's response to persons on the Okanagan campus that were believed to be demonstrating at-risk behaviour. Protocol for the TAT was drafted in consultation with a third party subject matter expert, internal UBC stakeholders, and external community and regional partners. In 2019, the TAT was able to form the basis of risk-mitigating recommendations under Policy SC 13 that were made to the Associate Vice-President Students, the Executive Director of Human Resources, or the Director of Campus Operations and Risk Management regarding potentially threatening behavior from faculty, staff, students, and visitors. The TAT conducted 3 triages that led to 2 full assessments. These assessments resulted in persons who may not have otherwise received needed support being referred to University and community supports, while allowing the TAT to take necessary action to mitigate risk for violence for the Okanagan campus.

RELATIONSHIPS WITH EXTERNAL AGENCIES

Campus Security continued engagement in combined enforcement meetings with external agencies, including the City of Kelowna, RCMP, UBC Okanagan, Okanagan College, BC Transit, First Transit, and the Downtown Kelowna Association. The objective of these meetings is to share information, trends and issues as well as the actions being taken to address them. In addition, Campus Security continued to participate in Emergency Response Team (ERT) meetings regarding active shooter scenarios. This includes meetings with RCMP ERT; planning for active shooter scenarios on campus; determining the best way for RCMP to access campus for quickest response, including RCMP tour of campus for new members; and reviewing University-specific response plans for active shooter scenarios.

SPECIAL ASSIGNMENT GUARD

Campus Security created a new contract security position to address the forecasted increase in property crime and other antisocial conduct in and around the Transit Exchange, as well as to address the unique conditions created by the addition of the Commons building (such as high-population gatherings and events in a space that is not otherwise consistently occupied). The position was created with the expectation that it would further improve campus relationships, and have greater knowledge about problem areas in order to effectively address issues and increase measures to safeguard persons and property.

The special assignment guard is trained to a higher level of security and their uniform is consistent with UBC Campus Security, rather than the uniform of contract guards. This guard models the responsibilities that an "in-house" guard structure may provide in the future, and is supported by on-shift UBC Campus Security staff and the guards, with a focus on strengthened onboarding, continual training, contractor oversight, and effective communications.

NEW MANAGEMENT ROLE

Campus Security created and staffed a new management position of Security Manager, Communications and Patrol in 2019. This position is responsible for overseeing the guard services and communications centre (i.e. Dispatch) and periodically works in the Dispatch Centre to maintain authenticity, influence department culture, and stay current on systemic



challenges. The manager provides a dedicated focus on staff engagement and accountability. This position has also created additional capacity for the existing Security Management Team, allowing for the development and implementation of an outward facing communications strategy to spread awareness on overarching themes, such as personal and property crime prevention, security guard contract compliance, event management, and physical security solutions (i.e. CCTV and Access Control).

REGIONAL TRANSIT EXCHANGE SUPPORT

Campus Security worked closely with the City of Kelowna, First Transit, and BC Transit, to address identified Transit Exchange issues relating to personal safety. As a result, the City provided \$10,000 to support operational resources applied to the Transit Exchange. This gesture is a good example of operationalizing the MOU signed in 2017 between the City and UBC. It is the intent of Campus Security and the City to gain a better understanding of issues associated with the Transit Exchange in 2019 so these issues can be proactively and collaboratively addressed in the future.

2020 GOALS AND OBJECTIVES

ACTION PLAN FOR PHYSICAL SECURITY SOLUTIONS

Campus Security, with the assistance of a third party physical security consultant, will conduct a review of UBC Okanagan physical security solutions: safety and security cameras, access control, and intrusion detection. The systems have performed admirably over the course of time, but require life cycling, the development of a more robust preventative maintenance plan, and modernization. The security solutions review is expected to produce a report and recommendations that will enable Campus Security to make more informed decisions in determining priorities and other considerations for replacing or updating critical physical security solutions.

An initial review conducted in consultation with IT Services has allowed Campus Security to determine some immediate priorities that will be actioned while the security solutions review is underway:

CCTV CAMERA REVIEW, REPLACEMENT AND RENEWAL

Campus Security currently has cameras that are not functional due to reaching end of life, improper installation by contractors, and/or unknown malfunction after warranty expired. Campus Security will replace all cameras that are not functioning. Replacements are prioritized according to circumstances including a history of incidents in the area in question, whether other cameras are available in the area, and whether the area is deemed high security; however, Campus Security will review the effectiveness of affected cameras and consider modern technology that may be able to achieve the same coverage with fewer cameras (i.e. wider lens with greater resolution).

SUSTAINABILITY OF SALTO KEYLESS ACCESS CONTROL

Campus Security has completed preparations to transition to the most current, cloud based version of the Salto keyless access System in order to increase information security. Implementing the most current version of the Salto system will also allow for the implementation of more sophisticated keyless technologies.



SALTO ACCESS SERVICE LEVEL IMPROVEMENTS

The Salto keyless entry system was put in place to protect people, property, information, privacy, and the greater UBC Okanagan community. By regulating and monitoring access, the security of entry points is maintained and entry points can be audited to detect breaches. A new protocol has been drafted and will be implemented across campus to ensure that the Salto system continues to deliver the best possible security and access control outcomes.

Campus Security will also make improvements to Salto service levels (i.e. key requests) in 2020 by increasing staffing levels from 1.5 to 2FTE. This change is expected to increase current service levels and alleviate frustrations experienced by both Campus Security staff and end users as a result of a campus that is expanding rapidly in terms of both population and footprint.

GUARD SERVICES CONTRACT

In 2020, Campus Security will continue to collaborate with the contract provider and assist in developing strategies that will enable their compliance with the contract and achieving the service standards outlined therein. Continued efforts will be made to attract and retain qualified guards with the appropriate temperament and skills, as well as provide sufficient onboarding and training.

HARM REDUCTION

The possession and consumption of illicit substances are not permitted on-campus, and are explicitly prohibited at events. However, Campus Security acknowledges that a prohibitive approach does not necessarily deter attendees from consuming illicit substances. In collaboration with other campus partners and with oversight from the Interior Health Authority (IHA), Campus Security helped facilitate Drug Checking stations on-campus for the purposes identifying potential harmful or fatal substances prior to use. These stations, which were staffed by a third party harm reduction organization and IHA, not only checked drugs for harmful substances, but also educated attendees on use of Naloxone and other harm reduction strategies. The drug checking stations and harm reduction approach, although a somewhat new concept for health and safety for events at UBC, are consistent with best practices and IHA's recommended standards.

Campus Security works with the SUO, Campus Health, Health & Wellness, the Emergency First Aid Response Team (student volunteer first aid) and external agencies to ensure that adequate training is provided for Naloxone kits, that harm prevention measures meet or exceed IHA standards, and that messaging is appropriate and consistent with a harm reduction approach.

RCMP AND REGIONAL PARTNERS

Campus Security will continue to liaise with Kelowna RCMP and formalize partnerships with RCMP members on an operational level, as well as at the senior leadership level. A formal *Memorandum of Understanding* with the RCMP has been finalized (subject to RCMP legal review). The MOU will assist both Campus Security and the RCMP in achieving mutual goals and objectives, while providing a recognized understanding of roles and responsibilities that will form the basis of future partnerships (understanding that leadership will change, but not the need for strong coordination between the two entities). Campus Security will continue to partner with RCMP on Crime Prevention initiatives, emergency response planning, and incident follow-up.

Campus Security will continue to engage other regional partners, such as the City of Kelowna, Kelowna Fire Department, and BC Emergency Health Services, at both the



leadership level and operational levels to ensure that routine emergencies (e.g. first-aid incident requiring medical transport) are responded to as effectively and efficiently as possible, given complexity of the University environment.