LRDP WORKING GROUP SUMMARY REPORT
HOUSING, TRANSPORTATION & SAFETY

Working Group Charter:

The Housing, Transportation & Safety Working Group will focus on the high-level logistics of supporting the current and future campus population needs and how those will have an impact on the physical makeup of the campus. Of importance will be to discuss how ongoing major capital projects including the North District development, Student Success Center and UCR Mobility Hub will change campus residential experience, traffic and service delivery, and pedestrian movement, and how these changes impact campus safety. Current demand, future capacity and needed resources will also be explored.

VISION & IMPLEMENTATION
In 2035, what does UCR look like with respect to Housing, Transportation & Safety?

I.   **Vision Statement 1**

In 2035, UCR will have ample on-campus housing to meet its demand, with the belief that a residential campus provides the best learning experience and envision a campus that maximizes opportunities for students to live on campus, balanced against an affordability model and a practical land-use approach. UCR will influence off-campus housing markets to build more student housing to complement the growing need for housing.

In 2035, UCR will have a logistics and safety approach to support the success of the campus by:
- Providing a transportation plan that eliminates pedestrian conflicts with many modes of transportation, promotes alternative, sustainable options for which to come and go to campus, and provides adequate parking options;
- Providing dining opportunities to serve the various campus populations;
- Providing a roadway infrastructure and access policies to ensure the ability to provide emergency response for fire/life safety and timely deliveries.
- Providing safety standards to all aspects of the LRDP so that faculty, students and staff may work and learn in a safe environment.

KEY PLANNING ASSUMPTIONS
What are the Working Group's thoughts regarding the key planning assumptions related to its area of focus?

KPA	WORKING GROUP'S RESPONSE
Enrollment and Planning Horizon	
35,000 in 2035	***The working group believes….***
East Campus	
Increase density of the core campus; could include removal of older buildings	The working group is supportive of the proposed position. The group discussed that building height will drive code requirements for life safety elements. It was assumed that increased density of the East Campus will push current parking to the outer edges of the campus in parking structures.
Southeast hillside, Northeast of CA-60 (campus-owned land)	The working group discussed the idea of housing Graduate Housing planned into new research buildings. This would be convenient for science research graduate students. This would also result in an increased density that may make dining opportunities viable, as the current population is insufficient to support dining without significant financial loses.
On campus housing – how much?	The working group believes that housing 40% of our student population is a realistic goal. For fall 2018, we had demand to house 38.5%, which only housing 27.35%. New freshmen and new transfer are priority populations that should influence what types of housing to build. Graduate students and International students are also special populations for consideration.
Land Use Designations for Housing – specific by type (e.g. residence hall vs apt), or general "housing"?	For the LRDP, the working group believe that a general housing designation is the most appropriate, providing the most flexibility over time. Also, a mixed use designation that is inclusive of housing should be used where appropriate.
University- acquired Apartment Complexes (Falkrirk, Oban, Stonehaven) – considered for change?	Current planning for Oban and Falkirk is to convert these properties to family housing. Family housing consists of about 75% graduate students and 25% undergraduate students and these students have a greater financial challenge. Oban and Falkirk are also appealing to families as they are low-density with adequate outdoor space. Bannockburn is reaching the end of its useful life, and has continuous, expense maintenance concerns. It is also the most popular option for graduate students due to its low rent cost.

	Plaza is currently being considered for a graduate single student only property. Graduate students do not like being housed in close proximity to undergraduate students, as they do not want to be amongst student for whom they be acting as a Teaching Assistant. Stonehaven is a third party property and the ground lease expires in 2039.
Campus Approaches and Entrances	
MLK to West Campus Drive – show as part of this LRDP?	The working group supported access to West Campus Drive, especially if a parking structure is built on/near lot 6.
Central Ave and Watkins – identify as a new entrance to the campus?	
University Ave ramps to I-215-CA-60 – removed to improve pedestrian safety and connectivity?	The working group supports improvements to the University ramps accessing the I-210 / CA-60 freeway. It was suggest that this becomes an off-ramp only, driving on-ramp traffic to Blaine/3rd and MLK.
Changes in transportation thinking – rideshare, autonomous vehicles, shuttle, etc	The working group believes that any changes in transportation will not dramatically change the need for parking structures. In the near term, we will reach a parking crisis of unavailable parking until the next two parking structures are completed. Ample infrastructure in this new parking must include sufficient charging stations. The working group does believe that the campus currently needs appropriate vehicle drop-off places for increasing rideshare demand. The Mobility Hub begins to address this, but a more comprehensive plan needs to show where vehicle drop-off are allowed and where they are not. As we increase parking structures at the campus perimeter and remove parking lots in the interior, exploration of a campus shuttle should be considered from these more remote lots. This should be in concert to limiting general traffic to the campus loop road. Finally, the working group believes that we must enact in the near future a bike/skateboard/scooter network of approved pathways to limit pedestrian conflicts.
Parking ratios – revise to reflect behavior and strategy changes?	The working group believes that parking ratios need to be continually updated to reflect parking demands and changing behaviors. We would also implement parking policies/restrictions to help reduce this demand. We recently have changed housing parking demand by not allowing new freshmen living on campus to bring cars.
Carbon Neutrality	
Climate neutral by 2025	

Any Additional KPA Categories Not Identified in Work Plan, But of Interest to Working Group	
Any additional KPA the WG would like to respond to	
Recreation / Athletic Fields	The working group discussed the location of recreational / athletic fields. For formal play, adjacency to housing is not a critical consideration. Priority considerations should include available parking and to be in a location without neighbor concerns (to allow for late night play.)

OTHER CONSIDERATIONS

I. **Any items/issues/assumptions that – from your working group's perspective- fundamentally affect land use, space, and/or development not identified in the KPA handout that should be considered in this LRDP**

Building Code Compliance

Current State

- The Building and Safety Division of PD&C, is currently operating at capacity of current staff and resources.
- Campus Fire Prevention Division, and Building and Safety Division are both now located in PD&C, under the direction of the Campus Architect.
- Additional office space is needed to house both of these divisions
- New projects and construction demand is increasing every day.
- Building and Safety currently has three Senior Construction Inspectors (One current Vacancy), One Plan Review Manager, one Permit Program Manager, .5 Executive Assistant, various Consultant Inspection Firms, and the CBO.
- All campus construction (demolition, renovations, remodels, alterations, equipment installations, MEP installations, infrastructure, etc.) and many deferred maintenance projects require oversight (Plan Review and inspections) and permit issuance from Building and Safety Division.
- On-call Licensed Professionals contracted by the University for Immediate Assistance for various situational needs.
- The amount of Construction projects and activity (capital projects, non-capital projects, Facilities Services Projects, etc) are increasing in numbers and activity, thereby requiring additional staffing as well as material resources.
- Building and Safety currently in process of implementing new automated software to assist with increased divisional efficiencies, streamlining and archival of documents.
- Implement Response Emergency plans for various natural emergencies.

Future State (35,000 students by 2035)

- Use and implement lessons learned from previous mistakes, as well as implementing positive lessons learned from previous successes.
- Correct existing non-compliant and dangerous conditions and situations in existing buildings for safety and longevity of existing buildings.
- Create/enhance process for ensuring that all construction work is completed by properly licensed/registered professionals
- Expand our group/lists of design professionals for projects.
- Additional students and faculty require additional buildings, renovations, remodels, improvements and maintenance projects on campus which, of course, requires additional regulatory oversight from the AHJ-(Building & Safety Division, Fire Prevention Division, EH&S, etc.) .

- Additional regulatory oversight by AHJ's staff will be required for new construction/renovation/ maintenance project activity planned for the campus during the future time period.
- Implement greater use of technology in all areas.
- Recommendation for future staffing for Building and Safety Division: at minimum, two additional full time construction inspectors, as well as additional administrative staff positions will be required to coordinate, manage and oversee the development of these projects for Building and Safety Division over this time period (2019-2035).
- Facilities Services Administration Department is in great need for additional staffing resources for the maintenance and upkeep of new developments, as well as for all existing buildings that are already on campus.

Campus Business Services

Campus Business Services (CBS) currently serves the campus with a mix of core-funded services and enterprise funded operations. The current portfolio of CBS services:

- Mail Services
- Receiving Services
- ScotSurplus
- Shredding
- Digital Print Services (including Copier Program)
- ScotSupply
- Mail Services
- Card Services
- Auxiliary Design Services
- UCR Bookstore (commission based lease agreement)

Current State

- Receiving Services delivers as many as 48,000 packages to the campus community.
- Mail Services delivers up to 350,000 pieces of mail each year.
- Current staffing and funding for Receiving is insufficient given the current volumes and should be corrected with growth.
- Primary delivery is at the Corporation Yard at the Watkins Drive entrance.
- There currently is not restrictions for delivery vendors (UPS, FedEx, etc.) to the campus.
- The current location for Receiving and Mail in the Corporation Yard are ideal for these functions.
- CBS has four customer service locations;
  - UCR Bookstore. When the bookstore first opened, it was next to a publicly accessible parking lot. It is now land locked with no available parking for non-campus customers.
  - Highlander Service Station. This venue is currently housed in a modular that currently provides card service, exam printing, and quick copy printing. This modular was a temporary location and a permanent home for this venue is needed.
  - Mail & Digital Print Services. This venue is located in the Corporation Yard, and most business is conducted electronically. Some customers opt to conduct their business in person.

- o ScotSurplus. ScotSurplus is responsible for selling surplus furniture and equipment for the campus and conducts regular sales to the campus and community.

Future State (35,000 students by 2035)

- Receiving Services volume is expected to exceed as many as 60,000 packages to the campus community.
- Mail Services volume is expected to exceed as many as 500,000 pieces of mail each year.
- In order to limit traffic throughout campus, restrictions for delivery vendors (UPS, FedEx, etc.) needs to be implement, with CBS providing all deliveries. This also allows the operation to charge for the "last mile."
- CBS customer service locations:
  - o A secondary bookstore location should be considered, one that has public access. The North District retail space offers a possible location.
  - o The Highlander Service Station needs a permanent home and needs to be located near its current location.
- Technological enhancements will be needed for increases to mail and package volumes.

Emergency Management

Current State

- At our current population, we would be challenged to offer services to the campus in an emergency, particularly food as we received fresh foods daily and do not have much in terms of canned or frozen foods.
- **Work Space**
  - o Emergency Management currently resides within the Environmental Health & Safety (EH&S) building which houses the campus Emergency Operations Center (EOC) and supporting functions. With the growth of the other two departments residing in the building, EH&S and Risk, our operational space is limited. With locations such as the EOC and Communications room having duel functionality as the Lyceum and the Briefing Room we are able to adjust to the current conditions and provide adequate service to the campus community.
  - o We have had to adjust our storage space within the building, and are currently looking at converting a library space to larger desk space as the current working conditions of the cubicles are too small and ergonomically unaccommodating for our team. They were constructed with the idea of individuals being primarily on campus most of the day not in the office at a computer.
  - o Additionally, the open floorplan of the building is not conducive to the type of work performed by the department and loss of an office space to Risk Services Department has led us to look for alternatives.
- **Equipment**
  - o We currently have equipment to support 30 EOC positions, which is being evaluated for exchange over the next several years. Unfortunately with the move and upgrade of the

campus EOC to the new location the purchase of all computers, phones, printers, video displays and video equipment was made the same year and will be aging.

- o We recently received BSAS funding to support equipment for our Building Supervisor for Emergency Conditions (BSEC) and Building Emergency Staff (BES) program and along with 100+ radios we have equipment to support that program in its current form but no expansion.
- o Additionally, our partnership with the Riverside Urban Area Security Initiative (UASI) has grant funded some equipment and training for our EOC and BSEC/BES program but that too will be decreasing this next year and beyond.
- o Currently the Emergency Notification equipment (e.g. Everbridge, Alertus, etc.) is contracted and funded by ITS, but with the new Opt-Out protocols for text the increase in licensing rested with our division Planning, Budget and Administration.

- **Special Event/Construction Support**
  - o Emergency Management has seen a consistent increase over the last three years in support of athletic, student- centered and special events on campus.
  - o With the growth of construction, the BSL III labs and the increase of support for special events we expect demands on services to increase.
  - o This next FY 2019-20 will be the first year Emergency Management will be able to recharge for staffing of the special event but all plan development, pre and post work will come at a cost to the emergency management department.

- **Staffing**
  - o The department currently employs a team of three FTEs with the fourth FTE not being replaced following a retirement last year.
  - o With the dissolution of ERM, some very limited administrative support is currently being provided outside the department by EH&S and UCPD.
  - o Currently, UCOP provides 50% matching funding for the Business Continuity position with projections of decline in the future, but no plan or date has been solidified.
  - o Support of the School of Medicine clinic expansion in the next year has initiated extremely preliminary conversations about additional staffing needs and resources, as have the support for the UCOP Intellicenter.
  - o At this time we are juggling campus support at a minimum level focusing on the most impacted areas.

Future State (35,000 students by 2035)

- With an anticipated student enrollment of 35,000 by the year 2035 and a day time population that includes staff and faculty at 45,000 total people, similar to the majority of all other areas supportive of the campus, our department will need to increase.
- With the safety and security of higher education institutions becoming more of a focus, we expect services, support, documentation and responses to events continue on the increasing trajectory we've seen historically.
- As the campus square footage, population and activities continue to grow, newer technology, regulation compliance, mitigation, documentation, training, exercising and the response and recovery of emergency events will drive the need for conversations about budgets, staffing, workspace and resources.

- The future state of Emergency Management into 2035 slightly rests on the unknown of the next disaster coupled with public opinion. Therefore, the Long Range Development Plan also needs to address the use of future technology, increased campus training and education, and our building construction, functionality, placement and design to be more efficient in how we mitigate, respond and recover from an emergency.
- With the growth of campus our current Alertus speaker system on the bell tower will be inadequate to support the needs of a larger campus footprint. Our Everbridge text system will now be expanded to include all students, staff and faculty this next year but we have a yearly increasing of parent requests to have access.
- As virtual Emergency Operation Centers, the need for instant communications and social media become more prevalent, employing newer technologies would assist in maximizing our available resources.
- Through an increase of training and education throughout the campus community including student, staff and faculty, a culture shift of preparedness and mitigation would assist at minimizing the consequences of an emergency and speed recovery.
- Thoughtful design and construction of the campus growth could also provide natural mitigation opportunities based on building access, safety and security equipment, building heights and location, cameras within open spaces, entrances and exits of venues, building materials, transportation accessibility, etc. could all contribute in keeping the potential need for future resources reasonable.

Environmental Health & Safety

Current State

- EH&S is operating over capacity in regards to current staff, staffing level of expertise/experience and resources
- Operating in a "reactionary" state. Unable to be proactive and get ahead of the campus EH&S needs
- Senior level staff are temporary and on rehire retiree status leaving a significant gap in experience and technical knowledge
- Renovations and construction requires significant EH&S involvement from multiple units within our division throughout the renovation/construction lifecycle
- EH&S currently does not have many routine established health and safety programs include an Asbestos Program administrator to centralize a comprehensive asbestos program
- Campus deferred maintenance triggers a large amount of indoor air quality calls, odor calls, and general safety concerns which requires EH&S response and follow up

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Fire Safety:

Current State

- There are 4 Fire Safety persons on staff for the campus. In addition, there are 3 consultants on contract for plan review services. There is a need for an additional 2 full time staff members to meet the current demands.
- There are currently 15 Major Capital projects ongoing.
- Title 24 is the building program. The department conducts over 500 plan reviews per year and 600 inspections.
- Title 19 is the existing building inspection program. The department currently conducts over 400 building and off-site facility inspections annually.
- Fire department and emergency services access is key to the campus development.

Future State (35,000 students by 2035)

- Impacts:
    - Increased square footage to maintain for existing buildings with fire safety systems maintenance program. This is a direct impact.
    - Increased demands for emergency services and resources. (Explore RDCF Fire Station serving the campus and surrounding communities primarily).
- Service to the campus with new approaches includes but are not limited to the following:
    - Expansion of the Building Safety inspection programs.
    - Fire access plan development in coordination with RCFD.
    - Fire Safety and Fire protection systems be integrated into early warning and notification systems. Technology driven.
    - Reducing False alarms based in protocols, processes and technology.
    - Staff training to address the new technologies for a safe building environments.
- These are all collaborative methods that require partnership with the City of Riverside, and UCR for shared resources and funding solutions.
- Data collection regarding these and other information pertaining to specific plan application is ongoing.

Housing, Dining & Hospitality Services and Residential Life

Current State

- Housing – actual currently housing 27% of the campus
  - Residence Halls = 1,518 rooms or 3455 residents
    - A-I - 1008
    - Lothian – 1035
    - Pentland - 1412
  - Apartments – 904 apartments or 2,406 residents
    - Glen Mor – 1316
    - Bannockburn - 386
    - Falkirk - 527
    - Plaza - 177
    - Family Housing - 136 apartments
    - Oban – 340 – 360 residents
    - Stonehaven - 473
    - International – 99
  - Older housing facilities have a long list of deferred maintenance issues that need to be addressed.
- Dining – currently serving approx. 18,000 daily meals at all venues (75% Capacity)
  - 2 Residential Restaurants
  - 5 Convenience Stores
  - Campus Food Court (Habit, Chronic Tacos, MOD Pizza, Panda Express, Subway, Coffee Bean & Tea Leaf)
  - The Market at Glen Mor & Starbucks
  - Other Retail (Ivan's, Bytes)
  - 4 Food Trucks
  - Hospitality Services – Catering & Conferencing
- Future projects currently underway:
  - The Barn
  - Dundee Residence Hall – 820 residents
  - Glasgow Dining – 830 seats, replaces A-I Dining (500 seats)
- Residential Life
  - Current staffing is adequate.
  - Programs are continually under review for effectiveness and intentionality.
  - There has been an increase in students having mental distress and/or medical needs, which has led to more time dedicated to these high care needs.

Future State (35,000 students by 2035)

- Housing goal - 40% of the campus
  - 6,035 = Residence Halls
  - 5,212 = Residential Apartments (Glen Mor type with meal plans)
  - 1,087 = Traditional Apartments (no meal plan)
  - 356 = Family Housing

- o Investments need to be made into our older buildings.
- To maintain Dining's 75% capacity, daily average meal counts would be 26,250
  - o Need to add approximately 1,800 Residential Dining seating capacity
  - o Increase Convenience Stores by 2 – 4 locations
  - o Expand retail dining branded solutions on campus
- Residential Life:
  - o Additional Residential Life staff growth needs to keep pace with resident growth looking for opportunities to realign functions to address increased high care needs mentioned earlier.
  - o With the P3 model, our developer partner will operate residential life for apartments. Residential life will need to find ways to navigate this relationship to ensure service levels are maintained and that it seems seamless to the student as to who is providing the service.
- General Comments:
  - o Graduate housing for both single students and students with families will need to be considered. This population is very price sensitive, so strategies need to be developed on how to keep rates low.
  - o Other opportunity spaces for housing include:
    - ▪ Veitch Center / Lot 15. This would be an ideal place for a new residence halls, having adjacencies to existing residence halls.
    - ▪ Pentland Hills. This residence hall is a wood frame, low-density housing project that has poor energy ratings and poor land use. The debt for Pentland Hills is paid off in 2030 and 2032. And first reuse planning could be done without removing any existing buildings.
  - o Health Services and Counseling and Psychological Services should be in close proximity to student housing. The current planned site on lot 21 is ideal.
  - o UCR needs to influence and promote more student-only, affordable off-campus housing.

Transportation Services

Current State

- Mobility Hub – Completion TBD
  - o At University and Canyon Crest
  - o 4 regular and 2 articulated bus bays
  - o Accommodations for rideshare/private pickups and drop offs

- Parking Structure #1 – Estimated completion by January 2021
  - o 1200 spaces (800 net new)
  - o East side of campus – Lot 13
  - o Initial Use: Visitor Parking and Red, Blue, and Gold permit holders
  - o Intended Use: Visitor Parking and Staff/Faculty/Graduate students only

- Parking Structure #2 – preliminary discussions
  - o 1200 spaces (800 net new)
  - o South side of campus – Lot 30
  - o Initial/Intended Use: Visitor Parking and Gold permit holders

- Traffic Study with 3 other parking structure location options (Lots 1, 6, and 24)
  - High value locations
  - Structures closer to campus core will promote more pedestrian movement; frequent, reliable shuttle service in a small area is cost prohibitive

Future State (35,000 students by 2035)

- Programs that can be evaluated to mitigate parking demand
  - Continued partnership with RTA to increase service from surrounding areas to UCR
  - Increase use of Teleworking/Remote working location(s)
  - Restrict UCR students, that live with a 3 mile radius of the campus, from purchasing a parking permit (area is currently served by RTA Route 51)
  - Increase on-campus housing while also reducing current Housing parking ratios
  - As the campus expands southwest, could the Pesticide Pits be a good location for a parking structure or surface lot?
- Circulation Needs
  - Infrastructure improvements to improve **Main Campus** pedestrian experience and lower traffic congestion
    - Limit vehicular access along campus loop
    - Evaluate closure of Aberdeen Drive for thru traffic from 7 am – 7 pm
    - Focus on the development of a shaded pathway network throughout campus
    - Improve way-finding signage
  - Infrastructure improvements to improve and lower traffic congestion **around campus**
    - Create dedicated, fixed areas for drop off and pick up (personal vehicles, Uber/Lyft, taxi)
    - Create cell phone waiting area similar to ones at airports
    - Widen, improve, and/or segregate bicycle paths leading to campus
    - Create a shuttle route that will support and connect research centers and commerce, i.e. CARB, CE-CERT, UCR, future industrial R&D, etc.
    - Define safe use and operation of current and emerging micro-transportation options, i.e. eScooters

UCPD / Safety

Current State

- Work Space
  - Beyond capacity in the UCPD station.
  - Have a modular work space in the rear parking lot to accommodate our Community Service Officers.
  - Four sergeants in the sergeants' office are having to use floor space for storage as are the four detectives in the detective's office.
  - The men's and women's locker rooms cannot contain all the officers' gear that is now required by the System-Wide Response Team (SRT - bags, crowd control equipment, etc.). Officer's extra equipment is now stored unsecured in 4 vacant lockers, on benches and on the floor outside the lockers.

- o It was recently confirmed that the University Neighborhood Enhancement Team (UNET) joint policing project with the City of Riverside will come to an end in July, 2020. We will have to make space for the sergeant and four officers returning from UNET, thus there will no longer be any vacant men's lockers and we will have to install additional storage lockers in the training room to store SRT gear.
- Equipment
  - o We are in the process of replacing 38 computers in stages over a period of multiple years.
  - o We also have a plan to begin replacement of all weapons systems in stages over several years, starting with all officer duty firearms before the end of the 18/19 fiscal year.
  - o Finally, our dispatch consoles are over 20 years old and are causing performance issues in integrating with our new county-wide radio system. The vice chancellor of PB&A just approved the cost of replacing those consoles within the next 8-10 months.
- Staffing
  - o We have 4 dispatchers currently covering 24/7 operations, with one recently hired dispatcher in training and on-going recruitments to fill two more dispatch vacancies. Two dispatch positions were eliminated to help fund the cost of our newly purchased computer aided dispatch and records management system, which will make dispatch operations more efficient. At this time, there is mandatory overtime in order to staff dispatch operations.
  - o As part of our budget deficit recovery plan, we have frozen two police officer positions and one programmer analyst position. We plan to freeze two additional officer/sergeant positions after anticipated retirements in the next year. These positions will remain frozen until the 21/22 fiscal year with the plan to have them filled by the 22/23 fiscal year when we anticipate additional funding from new Housing projects.
  - o We also have one administrative assistant/records manager and one sergeant out on medical leave. The burden of their duties have been temporarily placed on other staff.

Future State (35,000 students by 2035)

- With an anticipated student enrollment of 35,000 by the year 2035 and a daytime population that includes staff and faculty at about 45,000 total people, all of the "current state" areas will need to grow.
  - o We currently use the campus daytime population as compared to our campus assigned police officer staffing as the main guideline metric for our staffing.
  - o Staffing of one officer per 1,000 population is the goal.
  - o Our current staffing ratio is about .93/1,000 and will drop to .90/1,000 with the planned hiring freezes.
  - o By the year 2035, our total police officer staffing should be 45 as compared to the 34 officers were are currently budgeted for (30 officers with hiring freeze in effect).
  - o However, the future state of UCPD cannot solely be addressed with more staffing, equipment and work space. The Long Range Development Plan needs to address the three areas noted below in order for UCPD to leverage technology and be more efficient in how we police a campus of 35,000 students.
- Campus Access and Emergency Notifications

- How we control and secure access to campus facilities (including buildings, parking lots, and open spaces) and notify the campus of emergencies needs to be addressed in the future.
- Card Access
  - Some newer buildings have card key access that utilizes technology to secure buildings at consistent times with a very low reliance on human labor.
  - This same technology can be leveraged to allow for remote securing of specific locations immediately on a case-by-case basis.
  - Many existing buildings still utilize brass keys that must be manually locked and unlocked by a person, routinely and during an emergency response. A lost or stolen key can necessitate the costly rekeying of a building. Keys that are unaccounted for leave buildings susceptible to unauthorized access and theft.
- Open Spaces
  - Most open areas and parking lots currently have no method in place for controlling access remotely.
- Emergency Notification
  - Our current Alertus emergency notification speaker system is only installed at the bell tower. This system needs to be expanded to multiple areas throughout the campus, as was originally designed by the vendor to maximize the system effectiveness.
  - Between now and 2035 there will be new technologies for controlling building access and making emergency notifications that have not yet been imagined or developed. The campus must plan to analyze and deploy these future technologies to leverage our staff efficiencies, particularly as functionality improves and costs decrease.
- Security Cameras
  - Current coverage of open areas of campus with security cameras is currently well behind that of other private and public universities of similar size.
  - The future state of UCPD's ability to police our campus in 2035 needs to address how coverage of future and existing facilities, open areas and parking lots are covered by security cameras.
  - This coverage needs to include license plate recognition cameras, artificial intelligence capability and other new technologies not yet imagined.
  - Adequate security camera coverage of college campuses is now an expected security standard to adequately provide for the safety of the campus during and after a critical incident.
- Multi-Modal Transportation Plan
  - In order for UCPD to provide for safe transportation to and from our campus in 2035, the LRDP needs to address a plan for the many modes of transportation used on campus (cars, bikes, scooters, skateboards and pedestrians - both personally owned and private companies that provide such services).
  - This plan needs to include revised campus policies, methods of police enforcement, as well as capital improvements for signage, dismount zones, drop-off zones and designated pathways.

- o The current lack of controls on campus related to this issue in conjunction with the increasing campus population numbers and the growing use of shared methods of transportation (ride share services, rental scooters) present a growing risk and safety liability.

ASPIRATIONAL EXAMPLES

I. **Examples of other institutions that can serve as aspirational targets with respect to your working group's particular area of focus. Please list associated reference documents, as applicable.**