

Managing a Technology System Upgrade on Campus: Strategies and Lessons Learned from LaSalle University

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About Me

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Amanda

- 35+ years in campus law enforcement
- Aunt to 17 nieces and nephews, and 6 great nieces and nephews (7 siblings)
- Mom to JohnnyB
- TV and Audible book junkie (170+ and counting)
- Music/theatre/museum geek
- Walking, traveling, yoga, doing stuff



About Me 2

Mel

- 7 years in Information Technology
- 20 months in Public Safety as PS Technology Applications Administrator
- Mom to almost 2 year-old Connor
- Dog mom to Lexi
- Crafty crafter (SavviCrafter)







Attendees Will:

- Understand the value of assessment
- Learn how to gain support and funding
- Learn the value of and how to engage stakeholders
- Envision a system for the future
- Learn tips for:
 - Writing the RFP
 - Select your partner vendors
 - Managing the project

Where we started







Create a safe and secure environment for the LaSalle University community protected by a functional, stable and state of the art access control system.

The Assessment



June-July 2017

- Document the current state of the system(s)
- Type of system(s)
- What is monitored
- Buildings and areas covered
- Primary and secondary ownership
 - Programming
 - Maintenance and support

The Assessment



Current status
Pluses and Pain Points:

has failed several times in the last few months. Facilities and IT have been able to "revive" the system however it loses some functionality each time. <u>System integrity at risk of critical failure.</u>"

"Functional but obsolete and end of life: the application runs on a single laptop with Windows XP operating system which is no longer supported by Microsoft. <u>Risk of critical failure</u>."



"



Data

- Identify the "source of all truth"
 - Is there one or more than one?
- How is it integrated into the current system?
 - Is there a diagram or flow chart





The Assessment



Flowchart for Card Holder Demographic Data Banner Student, Employee, Alumni, etc. Card Holders Banner INB La Salle Student and Banner & Br. LUWIS **NVAccess** Employee Database Forms Integration Updates Banner Database System La Salle MoryVision Integration Integration Server BASIS Greg Jones NVAccess Comm Server Database Integration Databases BASIS System CampusOne System ID Works Individual Card Lock Panels Lock Production Databases System **BASIS Online Locks** ID Office PC Non-Banner Card Holders Note: There is no ID Works ID Office integration of Card miscellaneous card Manual System holders with Updates Banner. ID Card Office PC BASIS Greg Jones NVAccess Comm Server Integration Database Databases BASIS System CampusOne System Individual Lock Panels Lock Databases **BASIS Online Locks**



Amanda - July 2017 to March 2021





Identify and Engage Stakeholders

- Identify
 - Facilities
 - IT
 - Public safety/security
 - ID office
- Engage
 - Use the assessment to build support
 - Reminders about the pain points

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- Get buy-in and commitment to the project
- Be prepared
 - Know what you want/need
- Be patient



July 2017 to November 2020







November 2020 to March 2021





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- Don't quit
- Be creative*
- Project sponsors/advocates
- Be prepared
 - Know what you want/need
 - Draft RFP
 - Vendor lists
 - Have a plan in mind



March 2021



Due

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Diligence



- Selecting vendor partners
- Vendor reference checks with current users
 - Reliability
 - Service
 - Communication
 - Quality of work
- Informational meetings with other vendor customers in higher ed
- Interviews and reference checks on data integrators and installer

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- Creating the project team
 - Project leads
 - Project facilitator
 - Project manager
 - Members
 - Additional participants
 - Data integration partner
 - ID office/vendor

Leads:

- Dr. Amanda Guthorn, AVP Public Safety
- Dennis Shores, AVP Facilities Management
- Alicia Stonesifer, AVP Information Technology
- Facilitator *
 - Beverly Owsik, Manager, Facilities Business Operations
- Team Members:
 - Tom DiCamillo, IT, Director Enterprise Applications
 - Mel Haggerty, Public Safety Technology Applications Admin.
 - Mike Niemic, Facilities Management, Asst. Director
 - Tom Pasquale, IT, Executive Director Technology Infrastructure
 - Ashley Tarloski, IT, Director Systems & Network Administration
 - Trev or Wood, IT, Asst. Director Enterprise Applications
- Ad hoc Members
 - Mike Mills, It Network Administrator
 - James Schollenberger, ID Office
- Vendor Partners
 - System integrator and installation team
 - Data integrators
 - ID system

Clarify Expectations for:

- Communication
- Meetings
- Project status and updates
 - Course correction
- Decision-making
 - Vendor is part of the team: advisory for decisions

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- Decisions must remain with the project leads
- Timing



• Decisions made by project leads

- Project phases and timing
 - Criteria
 - Functionality of current system
 - Functional needs of the building
 - Interim alternatives available
 - Assessed risk
- Additional access requests
 - Forms/e-forms
 - Approval by director/AVP, dean, or VP
 - Develop criteria for consistency
 - Role of person for whom access is requested
 - Need for access
 - Degree of access requested
 - Term of access

System Governance



System Management & Maintenance

- Determine scope of work
 - Hardware
 - Software
 - Programming and management
 - Troubleshooting process
 - In-house vs outsourced
 - Document all aspects of the project
- Create Instructions for everything (Road Pizza)

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The Project-Planning

- Data Data Data
- Identify:
 - Existing data
 - Data sources
 - Data needed
 - Destination
- Mapping
- Testing
- DATA INTEGRITY





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Planning and System Inventory

				LOCAL	SYSTEM	DOOR OPEN	DOOR OPEN	DOOR PROP	
DEVICE/DOOR	CODE	READER	REMOTE SWITCH	SHUNT	SHUNT	AUDIBLE	DELAY	AUDIBLE	OPERATION
DOOR STATUS PANEL	PANEL	NA	NO	YES	NO	YES	NA	YES	ARMED=GREEN; ALARM=RED; BYPASS=YELLOW
DOOR/TURNSTILE RELEASE	REL	NA	YES	NA	NA	NA	NA	NA	REMOTE BUTTON DOOR/TURNSTILE RELEASE
MOTION SENSOR	MOTN	NA	NA	NA	YES	NA	NA	NA	
PANIC - PERMANENT	PANIC	NA	NA	YES	NO	NA	NA	NA	INSTALLED PANIC BUTTON W/ KEY RESET
PANIC - PORTABLE	PANIC2	NA	NA	YES	NO	NA	NA	NA	WIRELESS PANIC
EMERGENCY EXIT ONLY	EMER	NO	NO	YES	YES	YES	NO	NO	CLOSED=LOCKED; SHUNT WITH CARD; STATUS LIGHT G/R
EXIT DOORS	EXIT	NO	NO	NO	YES	YES	NO	YES	EXIT AND ENTRY WHILE OPEN
HP EXIT DOORS	ΗР	NO	YES	NO	NO	YES	NO	YES	HP WITH PADDLE RELEASE
CLASSROOM	CLASS	YES	YES	NO	NO	NO	NO	NO	
LOUNGE/CONF ROOM	LO	YES	NO	YES	YES	NO	NO	NO	CLOSED=LOCKED
									ANTI-PASSBACK: CLOSED=LOCKED; SHUNT WITH
MAIN ENTRANCE	MAIN	YES	YES	NO	YES	NO	NO	YES	CARD/KEY; REX
MECHANICAL/MAINT	MECH	YES	NO	YES	YES	NO	NO	YES	CLOSED=LOCKED; SHUNT WITH CARD
NETWORK CLOSET	NETW	YES	NO	NO	NO	NO	NO	YES	CLOSED=LOCKED
OFFICE	OFF	YES	YES	NO	YES	NO	NO	NO	
PARKING/PED GATE	GATE	YES	NO	NO	YES	NO	NO	NO	
STUDENT ROOM	STUD	YES	NO	NO	NO	NO	NO	NO	WIRELESS LOCK; CLOSED=LOCKED
TURNSTILE	TURN	YES	YES	NO	YES	NO	NO	NO	ANTI-PASSBACK

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Planning and System Inventory

	A		В	С	D	E	F	G	н	I
1	BUILDING	~	SECTIOI ~	FLOO 🔰	RM/ST 1	RM/DR 🗹	OPERATION 💌	NEW/REPLACEMENT	NUMBE 🛩	COMMENTS 💌
2	COLLEGE HALL		NA	1	101	ARCHIVES	OFF	NEW	1	
3	COLLEGE HALL		NA	1	103	Network	NETW	NEW	1	IT Room within Archives
4	COLLEGE HALL		NA	1	122	MEDITATION ROOM	LO	NEW	1	
5	COLLEGE HALL		NA	1	122	MEDITATION ROOM	EXIT	NEW	2	CONTACTS DOUBLE DOORS
6	COLLEGE HALL		NA	1	126	CHAPEL VESTIBULE	EXIT	NEW	4	CONTACTS
7	COLLEGE HALL		NA	2	202	GC OFF	OFF	NEW	1	
8	COLLEGE HALL		NA	2	204	MISSION	OFF	NEW	1	
9	COLLEGE HALL		NA	2	205	PRES OFF	OFF	NEW	1	
10	COLLEGE HALL		NA	2	205	PRES OFF	MOTN	NEW	2	
11	COLLEGE HALL		NA	2	205	PRES OFF	PANIC	NEW	1	
12	COLLEGE HALL		NA	2	205	PRES OFF	PANIC2	NEW	1	
13	COLLEGE HALL		NA	2	207	CONF ROOM	LO	REPLACEMENT	1	
14	COLLEGE HALL		NA	2	207	CONF ROOM	PANIC	NEW	1	
15	COLLEGE HALL		NA	2	208	FINANCE	OFF	NEW	1	
16	COLLEGE HALL		NA	2	209	FINANCE	OFF	NEW	1	
17	COLLEGE HALL		NA	2	211	FINANCE	OFF	REPLACEMENT	1	
18	COLLEGE HALL		NA	2	211	FINANCE	MOTN	NEW	3	
19	COLLEGE HALL		NA	2		Brother's Entrance	MAIN	NEW	2	Alternate 2 Card Reader
20	COLLEGE HALL		NA	3	300	IT	OFF	REPLACEMENT	1	
21	COLLEGE HALL		NA	3	302	IT HUB	NETW	REPLACEMENT	1	
22	COLLEGE HALL		NA	3	303	HONORS LOUNGE	LO	REPLACEMENT	1	
23	COLLEGE HALL		NA	3	304	HONORS OFF	OFF	REPLACEMENT	1	
24	COLLEGE HALL		NA	3	305	CLASSROOM	CLASS	REPLACEMENT	1	
25	COLLEGE HALL		NA	3	306	CLASSROOM	CLASS	REPLACEMENT	1	
26	COLLEGE HALL		NA	3	307	IT	OFF	REPLACEMENT	1	
27	COLLEGE HALL		NA	3	308	IT	OFF	REPLACEMENT	1	
28	COLLEGE HALL		NA	3	310	IT	OFF	REPLACEMENT	1	
29	COLLEGE HALL		NA	3	310	IT	EXIT	REPLACEMENT	1	REAR EXIT
	COLLEGE HALL		NA	3	310B	IT	NETW	REPLACEMENT	1	Conference Room on other
30										side of server room
31	COLLEGE HALL		NΔ	3	3100	IT	NETW	REPLACEMENT	1	MDE- server room
32	COLLEGE HALL		NΔ	4	402	CLASSBOOM	CLASS	REPLACEMENT	1	
33	COLLEGE HALL		NA	4	403	CLASSBOOM	CLASS	REPLACEMENT	1	
34	COLLEGE HALL		NA	4	404	CLASSBOOM	CLASS	REPLACEMENT	1	
	COLLEGE HALL		NΔ	4	406	M&C SUITE	OFF	NEW	1	
									-	











User Types

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Employee

- Senior leadership (Cabinet)
- Staff
 - RLCD (live-in staff)/Public Safety/Facilities/IT
- Faculty
- Adjunct faculty

Student

- Resident
- Other (commuter, grad)
- Brother
 - Christian Brothers not on staff/faculty

Other affiliates

- Board of Trustees
- Contracted services Housekeeping/Security/Vending/Mail & print
- Vendors and contractors
- Conferences and camps



Student ID - Managed Permissions

Data Based Decision Making







New IDCard Issued

Data Based Decision Making







	D	E	F	G	н	1	J	K	L	M	N
	CardHolder Groups	RES. HALLS ROOMS	RES. HALLS MAIN ENT.	TURNSTILES	RES HALL LOUNGES	ROOMS	BLOCK	LEVEL	ROOM #	Door Name	TIME Zone
	Resident students	By Assigment	Yes	Yes	Yes						
		1									
	Res Life (RC/RA)	Yes	Yes	Yes	Yes	Yes					
A	Live In Staff	Yes	Yes	Yes	Yes	Yes					
Access						>>	C	1	166	VESTIBULE	
						»»	C	1	167	RECEPTION OFF	
						»»	C	1	167		
Permissions						~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	C	1	167	RECEPTION OFF	
						>>	C	1	169	OFFICE	
-						>>	c	1	170	OFFICE	
Groups by						>>	Α	3		STUDY ROOM	
Ulups by						>>	А	EXT		STAIR 1-EXT	
						>>	С	EXT		STAIR 3-EXT	
Duilding						>>	E	EXT		STAIR 4-EXT	
Dullullig						>>	E	EXT		STAIR 6-EXT	
	Public Safety Supervisors	Yes	Yes	Yes	Yes	>>	All	All	All	All	
	Public Safety Staff	No	Yes	Yes	Yes	>>	C	1	166	VESTIBULE	
						»	A	EXI		STAIR 1-EXT	
						22	C E	EXT			
						~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	F	EXT		STAIR 6-EXT	
							L	LAI		JIAIN O-LAT	



Threat Levels Activations that trigger specific actions

Trigger		Actions	Effected Item		Response Type	
Panic Alarm From 205 President's Office-Coll	<mark>e</mark> ->	Lock Door	Room 205	->	Security Dispatch Public Safety	->
	->	Lock Door	Room 207	->	Acknowledge Alarm	-)
	->	Lock Door	Room 209	->		-)
	->	Lock Door	Room 202			
	->	Lock Door	Room 204			
	->	Send Email	Public Safety Email Distro	->	publicsafety@lasalle.edu	-)
	->	Alert Color		->		-)
Panic Alarm From 207 Conference Room-Offi	<mark>c</mark> ->	Lock Door	Room 205	->	Security Dispatch Public Safety	-)
	->	Lock Door	Room 207	->	Acknowledge Alarm	->
	->	Lock Door	Room 209	->		-)
		Lock Door	Room 202			
		Lock Door	Room 204			
	->	Send Email	Public Safety Email Distro	->	publicsafety@lasalle.edu	-)
	->	Alert Color		->		-)
Security Desk Lockdown College Hall	->	Lock Door Group	College Hall Exterior Doors	->	Security Dispatch Public Safety	-)
	->	Alert Color		->	Acknowledge Alarm	-)
	->	Send Alert	Logged in Security	->	All users	->
	->	Send Email	Public Safety Email Distro	->	publicsafety@lasalle.edu	-)
	->	Send Email	User A	->	guthorn@lasalle.ed	-)
	->	Send Email	User B	->	metzinger89@lasalle.edu	-)
	->	Alert Color		->		->
	->	Change Access Levels	Deny Access to All but Level 1	->		-)
Forced Doors-College Hall	->	Alert Color		->	Security Dispatch Public Safety	->
	->	Send Alert	Logged in Security	->	Acknowledge Alarm	->
	->	Send Email	Public Safety Email Distro	->	publicsafety@lasalle.edu	-)
	->	Change Access Levels	Deny Access to All but Level 3 and ab	<mark>)</mark> ->		-)
All Motion Sensors	->	Alert Color			Security Dispatch Public Safety	->
	->	Send Alert	Logged in Security	->		->
		and the second sec	and the second second second		the second se	



## Timing

- Taking place simultaneously:
  - Wiring and Installation
  - Software and Programming
  - ID System Replacement and Printing

- Wiring and installation
  - IP and Mac addresses
  - Power
  - Doors and frames
  - WiFi lock programming
    - HID with Elite Key
  - Panel programming
  - Lock installation in administrative and academic buildings

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- System testing and commissioning

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- Software and Programming
  - Testing and retesting
  - Who has eyes on?
  - System management
  - Training
    - Administrators
    - Operators
    - End-users



- ID System Replacement and Printing
  - Printer issues
    - New printer would not encode HID with Elite Key
    - Troubleshooting with vendor
  - Print prioritization
  - Printing & distribution







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- Testing and commissioning
- Be prepared for course correction
  - CELEBRATEV.
- Plan for more

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Troubleshoot

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# Organizational Challenges

- Little documentation of existing systems
  - Staff turnover
  - Documentation & silo mindset
  - Resistance to "ownership" & reliance on vendors
- ID System out of date
  - Software, hardware & IDs
- Troubleshooting workflow & issue tracking
  - Not end-user friendly
- Team member commitment
  - All parts of the project are interrelated



# Project Challenges

- Limited resources and competing priorities
  - Financial what is the cost of NOT doing it?
  - Personnel short and long-term
    - Availability for project vs other needs
    - Plan for operational support (ex. create new dedicated positions, vendor service contracts).
- Supply Chain
  - Equipment availability production and delivery of locks, readers, and IDs
  - Delays in door replacements
  - Vendors had summer projects already scheduled
- Communication
  - Among the team
  - With and between vendors



# Managing Challenges

- Have a deep bench (no "road pizzas)
- Problems are not dead ends
  - We choose how we manage them
- Invite your organization to be "partners" in the project
- Stay focused on the vision
  - Short-term pain for long-term gain
  - It will not always be this much work
- Acknowledge forward progress
- Acknowledge good work
- Claim and celebrate successes

## Q&A



### Reminders

- Access to the presentation
- Evaluations
- Social Media
- Special Announcements

### Connect with us on social media and use #CSCatEDspaces

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