

**RESOLUTION APPROVING UNIVERSITY PUBLIC SAFETY DEPARTMENT
MANAGEMENT AND IMPLEMENTATION PLAN**

**Recommended by the Special Committee on Campus Public Safety
June 2, 2015**

**Approved by the Board
June 11, 2015**

BACKGROUND

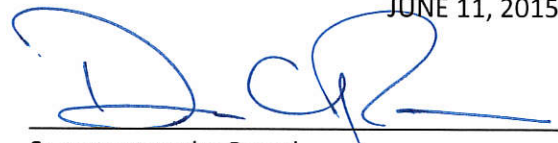
1. On December 11, 2104, the Board authorized the Portland State University Public Safety Department to employ and commission sworn and armed police officers as part of a bifurcated department with both sworn and armed police officers and unsworn and unarmed public safety officers. The Board also directed that sworn and armed officers were not to be deployed until the University had developed a University Public Safety Department Management and Implementation Plan (the "MIP") and the Board had approved the MIP.
2. The Board directed that the MIP be developed with the assistance of an Implementation Advisory Committee (the "IAC"). The IAC was chaired by CeCe Ridder, Director of Diversity and Multicultural Student Services; Stephen Percy, Dean of the College of Urban and Public Affairs; and Chas Lopez, interim Chief Diversity Officer. The IAC was made up of a diverse set of sixteen individuals representing faculty, staff and students, informed by nominations from stakeholder groups across campus, and included individuals who were either very concerned about or opposed to the creation of a sworn and armed police force on campus. The overriding objective of the IAC was to craft a set of recommendations to propel the University forward as having an effective, campus-community centered approach to public safety.
3. The IAC began meeting in January 2015 and held numerous public meetings and an open forum. The IAC's report was made publicly available in draft form in an effort to solicit comments from the University community. The IAC report was then approved unanimously by the IAC. The IAC report was also made available to the Board and is included in the Board's docket.
4. The recommendations of the IAC were taken into careful consideration in the development of the MIP and have been largely incorporated into the MIP, which is attached as Exhibit A. Upon approval of the MIP by the Board, the University will move forward with the deployment of sworn and armed police officers as part of a bifurcated Public Safety Department.

RESOLUTION

Now, therefore, be it Resolved by the Board of Trustees, that the MIP, attached as Exhibit A, is approved.

APPROVED BY THE BOARD OF TRUSTEES

JUNE 11, 2015



Secretary to the Board



Exhibit A

University Public Safety Department Management and Implementation Plan

June 2, 2015

Introduction

On December 11, 2014, the Portland State University Board of Trustees approved a resolution (see Appendix A) authorizing the Campus Public Safety Office to employ and commission sworn police officers, with the additional request that the university present to it a management and implementation plan. Creation of this plan was to be informed by recommendations developed by an Implementation Advisory Committee comprised of faculty, staff, students and a representative of the Board of Trustees.

The Implementation Advisory Committee (IAC) was formed in January 2015 and included members of all the campus constituencies specified in the resolution. The committee was co-chaired by Dean Stephen Percy of the College of Urban and Public Affairs, Director CeCe Ridder of Diversity and Multicultural Student Services, and Interim Vice President Chas Lopez of Global Diversity and Inclusion. The committee's final report and its recommendations were reviewed and incorporated in the development of both this management and implementation plan and in the Campus Public Safety Policy Manual as appropriate and feasible.

The university will continue its use of Lexipol, a company specializing in producing state-specific public safety policy manuals, to ensure ongoing compliance with federal and state law, regulations and best practices. The current manual includes specific changes recommended by the IAC and incorporates the concepts of community policing, accountability, and the unique role of campus policing. The policy manual is an essential component of the management and implementation plan and can be accessed at this link: <http://www.pdx.edu/cpsol/>.

As outlined in the board resolution, the Campus Public Safety Office will operate as a bifurcated department with both sworn, armed police officers and unarmed public safety officers. The implementation timeline below specifies the numbers of officers anticipated to serve in each of these roles over the first year of the implementation. With both police and public safety officers, the department embraces a problem-solving approach with the intent to defuse situations with the most collaborative, non-confrontational approach possible under the circumstances (see Appendix B, Organization Chart). The department will embrace best practices in university-oriented, community-based policing as reflected in its policies, recruitment and hiring practices, and in its field training practices.

The management and implementation plan includes the following sections with supporting documents provided in separate appendices or links for website access as indicated:

1. Department Mission and Values
2. Recruitment and Training
 - a. Preparations for initial deployment of sworn officers on July 1, 2015
 - b. Recruitment
 - c. Training
 - d. 12-month implementation timeline

3. Complaint Process
4. Oversight Committee
5. Ongoing reporting to the Board of Trustees

The following management and implementation plan, which incorporates the recommendations of the Implementation Advisory Committee where possible, is presented in fulfillment of the board's request.

1. Department Mission and Values

- a. Mission. The Portland State University Campus Public Safety Office supports the mission of the University by providing professional and courteous law enforcement services that support a safe and healthy environment for learning, teaching and research.
- b. Values. The Campus Public Safety Office is a community-oriented and trust-based policing agency within Portland State University. CPSO plays an integral role in the university community by providing a safe, secure, and welcoming environment. It values equity, diversity and inclusion and it strives to consistently provide excellent service to the entire campus community with a specific focus on an ethos of trust and care and upholding the values of equity, diversity and inclusion. Constant efforts by Campus Police Officers and Campus Public Safety Officers are necessary to partner with and educate the community to deter, reduce, and solve crimes as well as to resolve issues through community policing.

2. Recruitment, Training, and Implementation

The university's goal by the end of the first full year of employing commissioned police officers is to have in place ten fully certified and sworn officers including an assistant chief, two sergeants, one detective, and six police officers. Additionally, the department will employ 13 non-sworn public safety officers, including a lieutenant and two sergeants.

- a. Preparations for initial deployment of officers on July 1, 2015. Work with the Department of Public Safety Standards and Training (DPSST) has ensured that a Campus Police Sergeant, two Campus Police Officers, and the Campus Police Detective are currently certified and authorized to serve as Police Officers, meeting all of the training and qualifications required to begin service effective July 1, 2015.
- b. Recruitment. The department is committed to recruiting and hiring a diverse, well-qualified team. Campus Public Safety policies and procedures have incorporated IAC suggestions to ensure a diverse and well-qualified Campus Public Safety Office, including both Campus Police Officers and Campus Public Safety Officers. These suggestions include extended outreach in recruiting, seeking broader representation in the interview process, and the addition of scenario-based questions in the selection process. CPSO's specific recruitment and selection policies are found in the policy manual, section 1000.

c. Training. All sworn officers will complete police training from the Oregon Department of Public Safety Standards and Training (DPSST). The Training Sergeant has been working with DPSST to ensure that four Campus Police Officers are ready to be deployed on July 1, 2015 and have met all required training. In addition to DPSST training, specialized training reflecting the unique role of campus policing, Board of Trustees' input, and IAC suggestions will be incorporated into officer training, including:

- Tactical communications and de-escalation training provided by in-house certified instructor (to be developed in 2015-2016)
- Mental health and crisis intervention training to be coordinated with Student Health and Counseling Center (SHAC) staff
- Initial response to sexual assaults training (training provided by in-house instructor coordinated with Women's Resource Center, September 2015)
- Taser deployment and alternatives training (training provided by Taser International, Inc., subject to availability)
- Tactical ethics training in conjunction with university experts in criminology and criminal justice (developed, to be offered in 2015-2016)
- Alternatives to lethal force training (training provided by in-house instructor, December 2015)
- Firearms safety, manipulation, marksmanship, retention and qualification (Portland Police Bureau and in-house instructors, prior to July 1, 2015)
- Conflict resolution training (training in conjunction with Conflict Resolution department staff, to be developed in 2015-2016)
- Oregon history, micro-aggression, unconscious bias, mindfulness (training coordinated with the Office of Global Diversity and Inclusion staff in 2015-2016)

Newly hired Campus Police Officers will be required to complete all sections and phases of the Field Training and Evaluation Program (FTEP), available for review at this site: <http://www.pdx.edu/cpsol/>. Community policing improvements to the manual have been implemented based on suggestions from the IAC, including:

- Community policing/safety project (FTEP week six)
- Women's Resource Center, Queer Resource Center, and Veteran's Services collaboration (FTEP week eleven)
- Residence Life Area Coordinator collaboration (FTEP week twelve)
- Collaboration with Portland Police Bureau district officers (FTEP week twelve)
- Community policing/safety project (FTEP week sixteen)

Ongoing in-service training for Campus Police Officers will include:

- State and Federal updates to laws including use of force and search and seizure
 - CPR/First Aid/AED certification
 - Quarterly firearms qualification
 - Annual DPSST use of force training (8 hour minimum)
 - Use of force/defensive tactics refresher
 - Taser annual certification
 - Policy manual daily training bulletins
 - Annual DPSST continuing education (8 hour minimum)
- d. 12-month implementation timeline. The transition of the campus public safety office into a bifurcated department with sworn police officers requires the careful coordination of personnel through the Basic Police Academy, into campus-specific training, assigning them to Field Training Officers (FTO), and then into service. That process has begun with four officers, who are current public safety officers serving the university with a collaborative and community-based ethos, who had been fully trained and certified as police officers prior to joining the campus public safety office, and who are ready to begin their service as sworn University officers on July 1, 2015. The equipment necessary for July 1 deployment of these four officers has been acquired and is ready for implementation. This includes body cameras, body camera data management, firearms, level III security holsters, and all necessary equipment.

Additional hiring and training of Campus Police Officers is dependent on a selection process that includes background investigations, academic qualification, psychological examination, and a physical agility test prior to securing Basic Police Academy appointment. This process has begun and current eligible serving Campus Public Safety Officers are being scheduled to attend the DPSST Basic Police Academy, beginning in August 2015. As outlined above the goal is to have 10 sworn officers in place by July 2016.

3. Oversight Committee

The university will form an oversight committee to provide feedback and insight on the ongoing operations of the Campus Public Safety Department. The committee's charge, as outlined in the document attached as Appendix C, will be to review the department's recruiting, hiring and training practices, and its arrest, citation, and use of force incidents to ensure it embraces an inclusive, community-oriented philosophy. The committee will be appointed by and report to the President and the Vice President for Finance and Administration with members representing students, faculty and staff representing a diverse range of experiences and backgrounds. These appointments will be made in September 2015. The IAC will function as the interim Oversight Committee until this time and will make membership recommendations to the President.

4. Complaint Process

The complaint process for police personnel is outlined in the Campus Public Safety Policy Manual section #1020. The policy provides guidelines for reporting, investigation and disposition of complaints against department employees, and outlines safeguards for employees who could face economic sanctions or dismissal from employment. The policy gives specific and detailed instructions regarding complaints originating within or from outside the department. Additionally, the policy provides that the department Lieutenant shall provide to the director an annual report of personnel complaints from the preceding year and include a report of training needs and policy changes.

5. Ongoing Reports to Board of Trustees

As required by the board's resolution, the university will provide semi-annual reports at the June and December full Board of Trustees meetings regarding the implementation of its resolution and impact on the campus community.

Appendix A

RESOLUTION REGARDING THE COMMISSIONING OF SWORN OFFICERS BY THE UNIVERSITY PUBLIC SAFETY DEPARTMENT

**Approved by the Special Committee on Campus Public Safety
December 3, 2014**

**Approved by the Full Board
December 11, 2014**

BACKGROUND

- A. Portland State University is currently served by a Campus Public Safety Office (CPSO) that provides basic public safety services to the campus. CPSO officers are “special campus security officers” under Oregon state law. As such, CPSO officers are not police officers under state law and possess only limited law enforcement authority. CPSO officers’ geographic authority is limited to the boundaries of the University’s porous and noncontiguous campus. In addition, such officers may not issue violation citations, apply for search warrants, engage in community caretaking, perform mental health holds, perform off-campus investigations, require an individual to submit to an involuntary detox, or perform other customary duties of police officers. CPSO officers are not eligible for Oregon police training or certification.
- B. Portland State University is unique among large urban universities in the United States, and unique among large universities in Oregon, in that the University lacks access to sworn, dedicated university police officers. All other members of the Urban 21, a coalition of urban-serving universities across the country, are served by dedicated university police officers, as are Oregon State University, the University of Oregon and Oregon Health and Sciences University.
- C. Currently, the Portland State University campus is policed almost exclusively by the Portland Police Bureau (PPB). The University is within PPB’s Central Precinct, which is a 41 square mile area of the City of Portland. The availability of a police response to the campus at any particular time is dependent on limited staffing and other demands existing in the Central Precinct at the time, which often results in considerable wait times to calls for a police response. PPB has conveyed its support for this Resolution.
- D. In the Spring of 2013, President Wim Wiewel convened a Task Force on Campus Safety to make recommendations regarding growing campus safety concerns and potential improvements to the University’s response to criminal activities. The task force issues its final report in November 2013.
- E. A key conclusion of the task force is that current “limitations on CPSO authority, jurisdiction and capability are the most concerning safety issue on campus.” The task force concluded that “the most ideal campus safety staffing model is one that allows PSU access to dedicated professionals, who are part of the PSU ethos and community, who have sworn officer status”

and recommended that PSU “explore ways to ensure access to sworn officers who are appropriately trained in campus policing and available on-site to the PSU campus community.”

- F. Subsequently, the University explored various options to implement the task force’s recommendation, including contracting with the Portland Police Bureau, Oregon State Police or Oregon Health and Sciences University for the provision of a dedicated campus police force. Following those consultations, it was determined that creation of a University Police Department is the best and most viable option to meet the safety needs of the campus.
- G. The Portland State University Board of Trustees is authorized by Oregon Revised Statutes 352.118 to establish a university police department and to commission employees as police officers with all of the privileges and immunities of police officers under the laws of the State of Oregon.
- H. The Board established a Special Committee on Campus Public Safety to consider the recommendation that the University commission and employ university police officers.
- I. The Committee held three public meetings, heard several hours of public comment, received numerous letters from members of the campus community, and reviewed over 200 comments submitted electronically. The Committee has recommended this Resolution to the Board for approval.

RESOLUTION

Now, therefore, be it Resolved by the Board of Trustees, that:

1. The Portland State University Public Safety Department is authorized to employ and commission sworn police officers, with all of the privileges and immunities customarily provided to sworn police officers, in a manner consistent with Oregon law, subject to the terms and conditions of this Resolution.
2. The University Public Safety Department is to operate based on a philosophy of university- and community-oriented policing, which focuses on building ties and working closely with members of the Portland State University community. The department is to be guided by best practices and is to work with other student- and community-focused University departments to develop and foster the systematic use of partnerships and problem-solving techniques that address public safety concerns in a manner that focuses on dialogue and defusing situations.
3. The University Public Safety Department is to be a bifurcated department, with both sworn, armed police officers and unsworn, unarmed public safety officers. The University Public Safety Department is to maintain an adequate number of unsworn, unarmed public safety officers and not rely unnecessarily on sworn, armed police officers.
4. Prior to the deployment of sworn, armed police officers, the University shall develop a University Public Safety Department Management and Implementation Plan. The University Public Safety Department Management and Implementation Plan is to be developed with the assistance of an Implementation Advisory Committee, which is to include faculty, staff and student representatives and is to be chaired by a dean of the University. The Board will appoint at least one liaison to the Implementation Advisory Committee

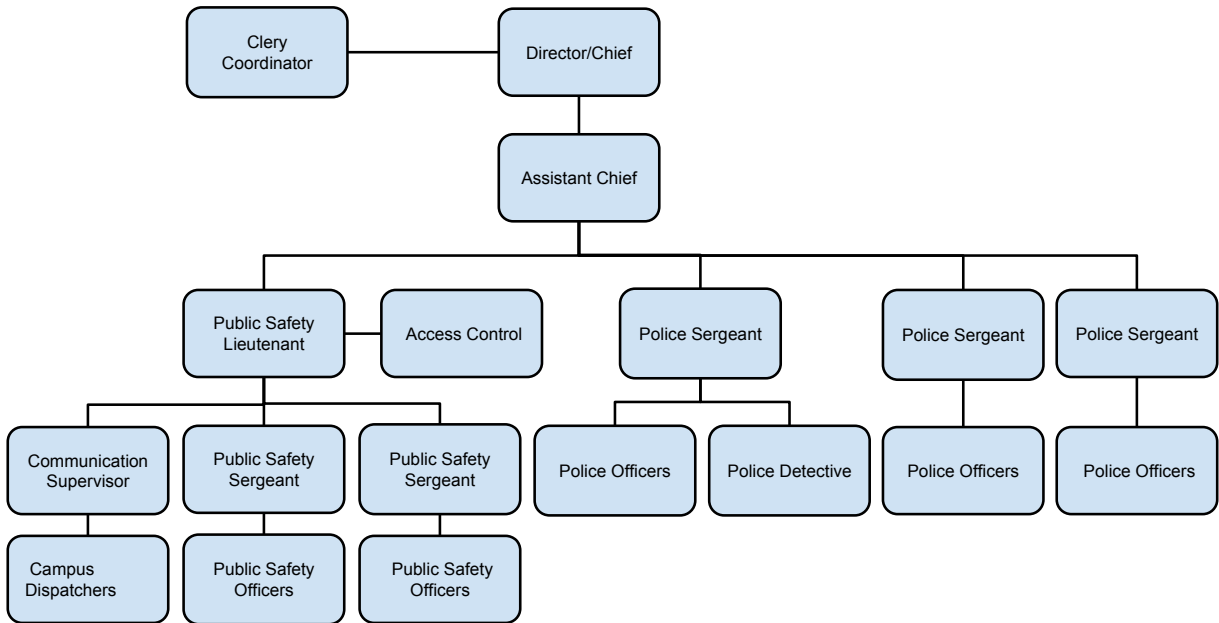
5. The Implementation Advisory Committee shall consider and make recommendations on any matters it determines to be relevant, which are to include, at a minimum:
 - a. The recruitment and hiring of a diverse and well-qualified pool of candidates to be University police officers.
 - b. The training of University police officers. In addition to basic police training through the Oregon Department of Public Safety Standards and Training, the Implementation Advisory Committee is to consider and make recommendations regarding specialized training on topics including:
 - i. the specific needs of effective university-oriented policing,
 - ii. cultural competency,
 - iii. unconscious bias,
 - iv. mental health issues and interacting with persons with disabilities, and
 - v. alternatives to the use of lethal force for ensuring public safety.
 - c. The creation of a University Public Safety Oversight Committee, which includes faculty, staff and student representatives, and which is authorized to receive and act on complaints regarding the University Public Safety Department's policies or the actions of its officers;
 - d. A complaint process regarding the University Public Safety Department;
 - e. The appropriate use and implementation of relevant innovations, such as police officer body cameras;
 - f. Proposed policies governing the University Public Safety Department, including policies regarding the use of force that demonstrate a high regard for the value of human life and prioritize the use of the least amount of force reasonably necessary in light of the facts and circumstances;
 - g. A schedule for the implementation and incorporation of sworn police officers into the University Public Safety Department; and
 - h. The development of performance indicators to enable future assessment of the effectiveness of the new University Public Safety Department.
6. The Implementation Advisory Committee is to continue to make recommendations and provide oversight regarding the University Public Safety Department until a University Public Safety Oversight Committee is established and has begun meeting.
7. The Board recognizes that various campus constituencies have urged that the Board and University consider other approaches and innovations to enhance public safety in ways that do not rely on sworn, armed police officers, such as the establishment of trained student patrols, bystander intervention training and greater focus on nonviolent dispute resolution. The commissioning of university police officers and the consideration and implementation of other approaches and innovations to enhance public safety are not mutually exclusive. University police officers are only one component of a strong and student-focused safety net. The Implementation Advisory Committee is encouraged to consider such other approaches and innovations as it deems appropriate and may include recommendations regarding such matters in either the University Public Safety Department Management and Implementation Plan or in separate recommendations to the University Public Safety Department.

8. The Special Committee on Campus Public Safety intends to remain engaged and informed as this Resolution is implemented and will remain in place until the Implementation and Management Plan is complete and until the University Public Safety Oversight Committee is established and has begun meeting. The Committee will provide guidance to the Implementation Advisory Committee and provide updates to the full Board.
9. At its March and June 2015 meetings, the full Board will be updated and provided an opportunity to discuss the development of the University Public Safety Department Management and Implementation Plan and the implementation of this Resolution. The Board is required to approve the Plan prior to the deployment of sworn, armed officers. For at least the next five years thereafter, the Board is to be updated at least semi-annually regarding the implementation of this Resolution and its impact on the campus and its students, faculty and staff.

APPROVED BY THE BOARD OF TRUSTEES
DECEMBER 11, 2014

Secretary to the Board

Campus Public Safety Organization Chart





University Oversight Committee for Campus Public Safety

1. Mission, Goals and Objectives

The University Oversight Committee for Public Safety (Oversight Committee) shall provide counsel and advice to campus leadership and serve as an oversight body in order to advance overall public safety on the Portland State University campus. One goal of forming the Oversight Committee is to provide members of the Portland State University community opportunities to review Campus Public Safety Office (CPSO) operations in order to advance social justice, fair treatment, and ensure community confidence in the department. The other goal is to review and make recommendations regarding campus public safety overall. Specific actions the committee may take to advance this goal are:

- a. Review and make recommendations regarding policies and procedures adopted by CPSO. To give the Oversight Committee an opportunity for comment, CPSO will share proposed changes to its policies and procedures prior to their adoption. They will also share any proposed memorandums of understanding with other law enforcement agencies for review and comment.
- b. Review CPSO recruitment, hiring, and training practices for their alignment with delivery of culturally competent public safety services in an urban university environment. To facilitate this work, CPSO will provide annually a report summarizing personnel hired and professional development training provided to each department employee.
- c. Review significant public safety incidents that have occurred on campus in order to provide advice and counsel, where appropriate, on how similar incidents might be avoided or how the department might improve its response in the future.
- d. Review at least yearly crime report data by type of incident, stop and citation data, and cases of use of force above simple handcuffing, as allowable under applicable regulations and laws, in order to make recommendations to university leadership to advance campus public safety.
- e. Conduct outreach sessions, as needed, with the campus community to solicit comment, input and feedback on both campus public safety, as well as the operations of CPSO. Such outreach sessions will not include specific complaints about individual department personnel, as those will be handled by department and university human resources policies.

- f. Provide a yearly report in May to the President and Vice President for Finance and Administration on the data and feedback collected in order to offer recommendations on improvements to campus public safety and CPSO's operations.
2. Complaint Investigations
- a. CPSO is responsible for investigating all citizen complaints about police personnel conduct according to Campus Public Safety Policy #1020 in concert with the university's Office of Human Resources. The Oversight Committee may review complaints and their disposition within the guidelines of CPSO, university, and human resources policies and procedures, which may require protecting the confidentiality of the personnel involved.
 - b. The Oversight Committee will recognize and not interfere with the respective responsibilities of the Office of Equity & Compliance and the Office of Human Resources, which may also have responsibility to investigate or become involved in personnel matters related to complaints against police personnel.
3. Membership and Governance
- a. The University President shall appoint approximately 12 members to the Oversight Committee following the Guiding Principles established by the Implementation Advisory Committee (IAC). The President will consult with the IAC for initial appointments to the Oversight Committee, and subsequently with current members. The goal will be to have broad representation from the university community of students, faculty, and staff representing a diverse range of experiences and backgrounds. The University President shall also appoint the Chair of the Oversight Committee.
 - b. The chair will be responsible for calling meetings, creating agendas, and maintaining communication among members.
 - c. Committee appointments will be for two-year terms. In year one of implementation, half of the membership will serve for a one-year term, creating a system of staggered terms. Each member may serve no more than two consecutive full terms.
 - d. The committee shall construct a learning program that will advance the public safety knowledge of the members.
 - e. Committee members will be expected to regularly attend meetings, protect confidentiality and participate in the learning program.