SECTION V – MASTER LIST OF RECOMMENDATIONS

UPSOC AUTHORITY AND STRUCTURE & MANAGEMENT OF THE TRANSITION

1. Change UPSOC’s reporting structure directly to the University President, with a dotted line directly to the Board of Trustees.

2. Appoint an independent, external monitor to assist the UPSOC with its transition to a fully functioning oversight committee and manage the implementation of the “accepted” recommendations in this report.

3. Add a half-time administrative support staff person to assist UPSOC.

4. Enhance UPSOC’s oversight of use of force incidents:
   a. Provide UPSOC access to closed internal CPSO investigations.
   b. Authorize UPSOC to study use of force incidents over time in order to discern trends, make recommendations on policies and procedures, ensure the integrity of internal investigations and issue a report with findings and recommendations.
   c. Establish an UPSOC sub-committee on use of force incidents.

5. Authorize UPSOC to initiate policy and procedure recommendations, including training recommendations.

6. Increase the timeframe from 30 days to 45 days within which CPSO is share with UPSOC any “proposed substantial changes” to its policies and procedures.

7. Improve the access to CPSO video evidence, police reports and other relevant records for UPSOC and Global Diversity and Inclusion. Require all UPSOC members and any University personnel that use CPSO video evidence, police reports and other relevant records in their work to sign a confidentiality agreement.

8. Review and/or implement a policy for the sharing of and access to CPSO records.

9. Empower UPSOC to study and advise on the most appropriate ratio of sworn to non-sworn officers in CPSO.

10. Establish an UPSOC sub-committee on student engagement.

11. Improve the UPSOC webpage in the following ways:
   a. Include a statement of UPSOC’s mission and philosophy.
b. Include information on how UPSOC fosters campus community engagement with CPSO and the campus public safety in general.
c. Create a link the CPSO Citizen Complaint form on the webpage.

MISSION AND STRATEGY

12. Immediately engage in a campus-inclusive strategic planning process. The process should culminate in a strategic plan that aligns with the goals and objectives of the University’s Strategic Plan 2016-2020. This process should include a review of the current mission statement and core values statement.

13. Develop a data analysis capacity to consistently identify patrol priorities. CPSO should collaborate with University academic departments and leverage the vast academic resources available at the University.

14. Consider the following campus safety model:
   a. Retain armed officers. These officers would be primarily deployed in a response mode, similar to firearm units in the UK.
   b. Increase staffing of non-sworn officers with appropriate authority under Oregon statues. (Please see training recommendations). These officers should have primary responsibility for high visibility patrol of the campus and responding to calls for service that do not require law enforcement authority.
   c. Develop a behavioral health unit, pairing CPSO officers with certified mental health professionals for response to calls that indicate a mental health crisis or alcohol or drug use.
   d. Develop a campus liaison unit.

ORGANIZATIONAL STRUCTURE

15. Fill the current lieutenant vacancy and create two additional lieutenants’ positions to manage the functions outlined above. (2 additional positions)

16. Fill the current sergeant’s vacancy and add two additional sergeants’ positions for a total of five frontline supervisors. (2 additional positions)

17. Convert the Public Safety lieutenant’s position vertical to a civilian position managing the communications center and the University’s physical security program.

ORGANIZATIONAL CLIMATE

18. Develop officer wellness policies regarding:
   • Employee Mental Wellness
   • Officer Involved Shooting Protocol
   • Peer Support Training and Development.

19. Establish a Peer to Peer Support Program
• Enlist those officers who emulate the proper values and attitude of the department.
• Recruit other members of the department such as civilian employees to become peer support members (the team should reflect the diversity of the department).
• Peers perform the day-to-day support work.
• Ongoing training and collaborating with a Qualified Mental Health Provider (QMHP).
• Develop intervention and prevention policies and procedures for supporting staff.

20. Identify a Qualified Mental Health Professional to provide mental health services to members of the department.

• Specifically trained in trauma such as EMDR (eye movement desensitization and reprocessing)
• Additional trauma certification
• CISD and EMDR-EI Interventions
• Understands the police and campus public safety culture

21. Partner with law enforcement training professionals, QMHP, and local care providers for training and education on:

• Stress Management
• Understanding PTSD and Trauma
• Suicide Prevention and Awareness
• Building a Resilient Police Organization
• Addiction and Trauma in Law Enforcement
• Nutrition and Physical Fitness
• Mindfulness
• Bio-feedback
• Yoga
• Financial Planning and Wellness

TRAINING

22. Identify job specific critical task lists for each position.

23. Enhance new officer campus orientation by creating a mini-academy covering University-specific topics. This training will facilitate new officer’s understanding of campus policing, campus culture, and campus expectations. This supplemental program should include:

a. Cultural competency, awareness and humility;

b. Producing bias-free policing;

c. Procedural justice;

d. De-escalation techniques, including effective communication during officer interactions with members of the public;

e. Crisis intervention, including triaging incidents that may dictate a medical and/ or mental health intervention rather than a law enforcement response;
f. Understanding youth brain development, youth trauma, and the impacts of police interactions with youth;

g. Alternatives to arrest;

h. Free expression in university environments;

i. Response to bias incidents and hate crimes;

j. Trauma-informed investigations of sexual assaults, domestic violence, and stalking;

k. Community policing and problem-solving; and understanding the historical context of policing and community expectations regarding policing;

l. Creating positive relationships with traditionally underrepresented groups, including with members of the LGBTQ community and new and undocumented immigrants; and,

m. Clery Act and Title IX

24. Develop a robust in-service training program consisting of at least 80 contact hours annually. All department members should attend all provided training.

25. Adopt the International Association of Campus Law Enforcement Administrators (IACLEA) standards on training and professional development. These standards recommend, among other things, the creation of a training committee, documented lesson plans, maintenance of training records, remedial training, roll call training and specialized training. The training committee should include both internal (sworn and non-sworn) and external stakeholders, including students.

26. Provide more simulation and scenario-based training opportunities and rely less on virtual or on-line training.

27. Explore additional joint training opportunities with external law enforcement departments.

COMMUNITY ENGAGEMENT, COMMUNITY POLICING AND CRIME PREVENTION

28. Train all department members in best and promising practices of community oriented-problem solving policing.

29. Provide community oriented-problem solving policing training periodically during in-service training following initial training.

30. Provide 21st Century Policing training to all department members.

31. Where possible, use data from incident reports to identify opportunities to create crime prevention and safety awareness programming.

32. Develop programming that also collaborates with academic departments.
33. Identify officers to serve as formal liaisons to groups of traditionally underserved students.

34. Consider broader use of campus safety officers in campus outreach efforts.

35. Work with student leaders and student affairs administrators to identify opportunities for deeper engagement with students and student organizations.

**EQUITABLE AND UNBIASED CAMPUS SAFETY SERVICES**

36. Develop a plan for producing bias-free policing. See https://folicing.com/ for additional information.

37. Incorporate Racial and Biased Based Policing training into the department’s annual in-service training program working with appropriate stakeholders on the development and delivery of this training.

38. Incorporate a complete listing of recognized hate crimes into CPSO policy.

39. Incorporate cultural humility/competency into annual in-service training.

40. Ensure all new employees receive CIT as part of the department’s new hire orientation (onboarding).

41. Develop and implement an anonymous complaint reporting process that allows community members to file a complaint on-line. Once developed, ensure community members are aware of this process and informed of how complaints will be investigated.

42. Create a section on the department’s website that outlines all initiatives regarding bias-free policing. See for example http://www.sjpd.org/cop/21st.html.

**WRITTEN DIRECTIVE SYSTEM**

43. Create a policy review committee led by a senior member of the department to develop, issue, review, and refine new or existing polices.

**USE OF FORCE POLICIES**

44. Create an administrative review procedure for use of force incidents to identify policy, training, equipment, or potential discipline issues.

45. On an annuals basis, conduct an analysis of all use of force incidents to identify patterns, or trends that could indicate training needs, equipment upgrades, and/or policy modifications.

46. Develop and implement in-service training for all agency personnel authorized to carry weapons on the agencies use of force policies to occur during a specified time frame. This could be accomplished annually or biennially, and still be in line with best practices.
47. Provide training to all department supervisors regarding supervisory responsibilities pertaining to CPSO Use of Force policy.

**CARE, CUSTODY, CONTROL/RESTRRAINT OF DETAINEEs**

48. Implement at minimum biannual training on the proper use of temporary holding areas, and the department’s care, custody and control/restraint of prisoner’s policy.

49. Conduct an administrative inspection of holding areas, to include maintenance, cleanliness, to determine if unsafe conditions are developing.

**SELECTION/HIRING**

50. Consider defining the investigative steps of candidate background investigations, to include verification of references at a minimum.

**DEALING WITH INDIVIDUALS IN PSYCHOLOGICAL CRISIS**

51. Require new employees complete crisis intervention training as part of new hire training.

52. Require periodic annual (or more frequent) refresher training for all current employees.

**INTERNAL AFFAIRS AND PROFESSIONAL STANDARDS**

53. Implement a Predictive Early Warning System to identify officers who are most likely to have an adverse interaction with member of the public. See for example: https://dsapp.uchicago.edu/projects/public-safety/early-warning-and-intervention-systems-for-police-departments/.

54. Consider a fully electronic method for submission of complaints. In the alternative, update the Civilian Complaint form to a fillable PDF format.

55. Consider a University community outreach approach that explains the CPSO Personnel Complaints process and the types of conduct that could and should be reported. This outreach could include information about how CPSO uses the complaint process to supplement and enhance their training. This transparent approach would increase the University community’s awareness of the amount and type of civilian interactions CPSO members encounter as well as improving their confidence in the ability of the members of CPSO.

56. Maintain separate Internal Affairs files.

57. Establish and fill a second lieutenant position to manage the professional standards function in addition to overseeing recruitment and training.

58. Consider a Memorandum of Understanding with the Portland Police Bureau, or another similarly-experienced local law enforcement agency, to assist CPSO in administrative investigations that arise from any future CPSO officer-involved shooting.
59. Require officers to complete a use of force report every time force is used.

COORDINATION WITH EXTERNAL PARTNERS

60. CPSO should leverage its relationship with PPB to take advantage of training resources offered through PPB.

61. CPSO should partner with the University’s Homelessness Research & Action Collaborative (HRAC) and the City of Portland Joint Office of Homeless Services (JOHS).

62. CPSO should continue to collaborate with the Portland Police Bureau on issues related to homelessness around the campus.

63. Establish a system for periodic review and, if necessary, update of the Mutual Aid Agreements.

64. Develop appropriate MOUs Portland State and the Portland Police Bureau.

BIAS INCIDENT RESPONSE AND REPORTING

65. Create opportunities to discuss issues related to race and other forms of oppression. These opportunities could include dialog sessions, workshop sessions, critical conversations, or other opportunities for the community to engage on these issues.

66. Bias reporting options need to be clarified and better communicated across the campus. The groups I spoke with were either unfamiliar with the policies and protocols or indicated that students and other staff did not know their options.

67. Discrimination/harassment policy would benefit from a review and the addition of specific language related to sexual assault and misconduct. From what little is available online, it looks like the policy needs to be revised to incorporate federal Title IX guidance. While sexual misconduct is defined in the student code of conduct, it should also be defined in the discrimination/harassment policy.

68. The discrimination/harassment policy pages should be revised include references to more in-depth procedures and details regarding how investigations and adjudications are managed for all protected status complaints. While the student conduct flowchart is helpful, it does not provide much detail.

69. The web pages for the policy and additional resources need better connectivity and cross referencing in order to provide clarity.

TITLE IX PROGRAM OVERVIEW

70. Amend the Prohibited Discrimination & Harassment Policy in the following ways:

   a. Provide the parties to any investigation with the ability to have an advisor.

   b. Include a separate definition of gender-based harassment.
c. Include sexual exploitation, non-consensual sexual contact and non-consensual sexual intercourse in the types of conduct that are prohibited under the Policy. Also consider including stalking and dating violence in the types of conduct that are prohibited under the Policy.

d. Update the Title IX Coordinator’s name and contact information.

71. Amend the Code of Student Conduct and Responsibility in the following ways:

a. In sexual misconduct cases, provide the Complainant with the ability to have an advisor.

b. Allow for interim actions to be taken to ensure the safety of the campus and/or any of the parties or witnesses to an investigation.

c. Include the Title IX Coordinator’s name and contact information.

72. Include the Title IX Coordinator’s name and contact information, including office address, on additional pages (for example the “Sexual Misconduct Response,” and “Sexual and Relationship Violence” pages) of the University’s website.

73. Develop and implement written protocols for the situations in which the person accused of sexual misconduct is both a student and an employee of the University. The protocols should include, at a minimum, the factor(s) that determine whether the investigation and disciplinary proceedings will be conducted according to the Prohibited Discrimination & Harassment Policy or the Code of Student Conduct and Responsibility.

74. Consider cross-designating, on an as needed basis, Global Diversity and Inclusion staff who possess the requisite skill set to assist with student sexual misconduct investigations.

75. Consider simplifying the online reporting process for complaints of sexual misconduct. One process that covers both reports against students as well as faculty, staff and employees could improve an individual’s ability to complete a report.

76. Consider ways to enforce the requirement that students complete the Safe Campus Module and the bystander intervention training.

CAMPUS PUBLIC SAFETY OFFICE FACILITIES

77. Install a camera monitoring the public hallway between the main CPSO space and the stairway to the locker rooms.

78. Install tinting and shatter proof film on the glass doors that lead to the lower level locker space.

79. Install a camera and electronic access control to the ammunition closet.

80. Move the sergeant’s and lieutenant’s lockers to the lower level locker room.

81. Consider refurbishing the holding room into a suspect interview room.

82. Install a panic device in the detective’s office.
83. Develop a strategy for the renovation or construction of an adequate CPSO facility utilizing professional design help and the IACP Police Facility Planning Guidelines.

COMMUNICATIONS AND DISPATCH OPERATIONS

84. Consider hiring a part time or per diem dispatcher to help fill vacant shifts and discontinue the use of the non-sworn lieutenant in that capacity

85. Include the communications center in any CPSO renovation/relocation plans.

86. Immediately make the necessary repairs to put the base station radio back in service.

87. Adopt a policy governing the immediate play back capabilities.

88. Send all dispatchers to professional training.

89. Re-evaluate all dispatch policies and procedures using APCO resources as a guide.

90. Assign each dispatcher their own Blackboard user credential.

91. Create a policy governing Blackboard credentials and monthly testing.

92. Install TDD access in the dispatch center.

USE OF PUBLIC SAFETY TECHNOLOGY TO ENHANCE CAMPUS SAFETY OPERATIONS

93. Revise the body worn camera policy utilizing the IACP model policy as a guide.

94. Consider installing in-car cameras in the three CPSO patrol cars.

95. Install MDC’s in the three patrol cars to keep officers in the field as opposed to the CPSO facility.

96. Consult with the PPB to determine the most viable way to integrate the CAD and RMS systems.

97. Invest in software for Clery reporting and management to minimize vulnerabilities in the current daily Crime Log practice.

PHYSICAL SECURITY PROGRAM MANAGEMENT

98. Officially designate CPSO as the department responsible for the physical security program.

99. Create a proprietary position for the management of physical security.


101. Develop facility security standards based on risk assessment, and policies governing security systems.
102. Create an access control/visitor management policy that addresses the use of campus buildings for illegitimate purposes.

ACCESS CONTROL PROGRAM

103. Install electronic access control at the Parkway residential building.

104. Adjust the door alarm response policy to specify a CPSO response to all residential door alarms and “after hours” alarms at all other facilities.

SECURITY CAMERA PROGRAM

105. Install security cameras monitoring the ingress and egress of all residential facilities.

106. Develop a capital improvement plan for the replacement of cameras that have reached end of life.

107. Revise the security camera policy to include our recommendations using the model policy as a reference.

ALARM DEVICES

108. Establish risk-based criteria for the approval of all panic devices.

109. Create a policy that establishes the quarterly testing of all devices and the re-evaluation of each device every two years.

EMERGENCY PHONES

110. Conduct an internal audit to determine the level of compliance with the blue light emergency phone testing policy and the need for policy reinforcement.

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

111. Enhance signage and numbering at building entrances.

112. Reinforce the PSU perimeter as described above.

CAMPUS LIGHTING

113. Increase light flow at the campus rail stops and outside of the parking decks by trimming back vegetation around lighting fixtures.

114. Assess light levels at all building entrances and increase as need to meet standards.

115. Adopt a policy of systematic night tours of campus as described above.