



PORTLAND STATE UNIVERSITY

PUBLIC SAFETY MANAGEMENT STUDY (PSMS™) AND
SAFETY AND SECURITY PROGRAM ASSESSMENT (SSPA™)

FEBRUARY 2019



PORTLAND STATE UNIVERSITY
PUBLIC SAFETY MANAGEMENT STUDY AND
PHYSICAL SECURITY REVIEW



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INTRODUCTION AND PROJECT SCOPE

Portland State University serves and sustains a vibrant urban region through its creativity, collective knowledge, and expertise. The University is dedicated to collaborative learning, sustainability, and community engagement. In support of the vital role that campus safety and security plays in sustaining a healthy campus environment, Portland State University retained Margolis Healy and Associates, LLC (Margolis Healy or MHA), to conduct a comprehensive review of the Portland State University Campus Public Safety Office (CPSO) in the aftermath of the fatal shooting of Mr. Jason Washington by CPSO officers during the early morning hours of Friday, June 29, 2018.

In addition to the assessing the general focus areas outlined in this report, the University asked Margolis Healy to review all of the relevant information, including reports and public comment, PSU used and considered in the 2014 decision to establish a sworn police force, and to assess the possible alternatives to an armed campus police force to meet the safety and security needs of the University.

This assessment included a robust process for engaging with the Portland State and City of Portland communities. First, we conducted nine open forums to solicit input from faculty, staff, students, and members of the wider community. In addition to the forums, we developed and distributed an anonymous online survey that included both quantitative and qualitative questions related to general safety and security and perceptions related to the arming of Portland State University CPSO officers. Finally, we met with a wide range of constituents during our time on campus in one-on-one, small group, and committee meetings. In addition to the prescribed meetings, we accommodated additional meetings with selected groups that forum attendees identified during the open forums.

Next, we assessed CPSO's campus safety strategy and organizational structure and climate, along with its written directives, training, community policing and community engagement initiatives, along with other critical areas. The purpose of this part of the review was to assess how CPSO performs its important campus safety mission. Throughout this review, we considered campus expectations gleaned during the forums and surveys, as well as contemporary practices in campus safety and security. Simultaneously, we assessed how Portland State University's approach to physical security on campus compares to promising practices in higher education. Finally, in response to the fatal shooting of Mr. Jason Washington, Margolis Healy provided Critical Incident Stress Debriefing (CISD) to members of the Campus Public Safety Office through a series of individual and group meetings with department members.

ORGANIZATION OF THIS REPORT

This report is presented in a chapter format with several major parts. Section I is the Executive Summary and the major themes of this review. Section II includes background on this review and specific information related to the scope of work. Section III addresses *Specific Observations* and recommendations from the primary focus areas. Section IV outlines the resource implications, with Section V contains the recommendations, in a master list, including our opinions about the criticality and relative cost of each recommendation. Finally, Section VI contains the various attachments to this report.

ACKNOWLEDGMENTS

We acknowledge the assistance and guidance of Cindy Starke, General Counsel and Clair Callaway Pinkerton, assistant secretary to the Board of Trustees, who served as our primary liaisons for this projects. We extend appreciation to Chief Donnell Tanksley and the entire staff of the Campus Public Safety Office. Members of the Portland State University and local community were instrumental in providing appropriate context and information about the University and their perceptions of campus safety and security. Without exception, everyone was welcoming and forthcoming in their opinions about the matters at hand. Portland State University was a gracious host.

DISCLAIMER AND DISCLOSURE

Margolis Healy and Associates, LLC, conducted this assessment and prepared this report at the request of Portland State University. The authors' opinions, findings, conclusions, and recommendations are provided solely for the use and benefit of Portland State University. Any warranties (expressed and/or implied) are specifically disclaimed. Any statements, opinions, and recommendations in this report should not be construed as a governing policy, or decision, unless so designated by other documentation. We base the report on the most accurate data gathered and available at the time of the assessment and presentation. Our recommendations might be subject to change in light of changes in such data.

SECTION I: EXECUTIVE SUMMARY

The shooting death of Mr. Jason Washington was a tragic event that continues to impact every member of the Portland State University community. In response to this fatal shooting, and renewed calls from some in the Portland State community to disarm University police officers, the University retained the [OIR Group](#) to conduct an administrative review of the shooting to determine what led to this fatal interaction. PSU also retained [Margolis Healy and Associates](#) to conduct a top to bottom review of the CPSO and other aspects of the University's safety and security programs. Specific to the project scope, Portland State asked Margolis Healy to provide alternatives to having armed officers on campus and to consider the information the University used to make its 2015 decision to transition to having sworn and armed officers in its campus safety department. Although the scope of work **did not** include a review of the facts that led to CPSO officers fatally wounding Mr. Jason Washington during the early morning hours of Friday, June 29, 2018, Mr. Washington's death permeated our review. Many campus members spoke of Mr. Washington's death and shared their opinions that the University is directly responsible for this fatal interaction with Portland State police officers because it armed its sworn police officers in spite of campus opposition to arming.

Over the past three months, Margolis Healy engaged in a comprehensive and inclusive process intended to solicit the opinions and perspectives from a wide range of campus members. During this time, the Margolis Healy team reviewed thousands of pages of documents and met with a [significant number of campus members](#) to understand the initiatives Portland State should pursue to transform the CPSO into a model campus safety department operating in a complex urban community.

Prominent criminal justice scholars point to the urgency with which the law enforcement community should embrace the need for greater transparency and accountability. These scholars believe that establishing legitimacy through trust based relationships should be amongst the highest priorities in communities across the country. The 2015 [Final Report of the President's Task Force on 21st Century Policing](#), along with accompanying and supplemental reports, serve as the roadmap for achieving these goals. The Report identifies *Building Trust & Legitimacy* (Pillar 1) as the foundational principle upon which all efforts to address the rift between law enforcement and the communities it serves must rest. Throughout our review, it was clear to us that there is a significant divide between many in the campus community and the University's administration. In our opinion, this sentiment of mistrust is, in part, a product of the national landscape regarding police-community relations, especially with regard to communities of color, but also including other communities of traditionally disenfranchised people. Specific to the Portland State University community and the City of Portland in general, many people feel betrayed by the University's decision to provide lethal force weapons to its sworn police officers. Campus members cannot reconcile how the University moved forward with its plan in light of the substantive objections to it. In our view, the University is complicit in this lingering mistrust, as it failed to undertake meaningful efforts to address the rift that was exposed during

the campus wide discussions related to arming. While we have come to understand the University's decision making processes during the deliberations, we nevertheless believe the University made a critical error by not considering ways to reestablish trust with the campus community in the aftermath of its decision to arm its sworn police officers.

In our opinion, the University failed to ensure the appropriate checks and balances were in place to hold itself accountable for enacting the Board's expectations regarding the who, what, and how of the transition plan. While we are generally pleased that the University formed an oversight committee, it does not appear the committee currently has the appropriate authority or structure to enforce the wide-ranging mandates under its purview. For example, the Board, in light of the feedback it received during the deliberations, expected that CPSO would become a "hybrid" department, comprised of both sworn and non-sworn officers. This never materialized, and the University allowed, and in some cases facilitated, a move in the opposite direction, eliminating or converting non-sworn positions to sworn positions. This lack of accountability further exacerbates the sense of betrayal and mistrust felt by many in the campus community. We are making several significant recommendations to restructure the University Public Safety Oversight Committee in light of campus expectations.

The Board recognized the need for better and more training for its campus safety officers, sworn and non-sworn, and established benchmark training focus areas for the transitioning officers. While our review has confirmed that the initial transitioning officers and follow-on cadre of new officers received the Board mandated training, we believe the Board's implicitly expected CPSO officers to receive on-going and rigorous training in a number of areas. In our opinion, there are multiple opportunities to provide additional and advanced training to all CPSO members. We cover training later in this report.

Participants in our various engagement activities provided consistent feedback regarding physical security on campus and their impression that the University invested in arming instead of making security improvements to the physical environment. While the majority of respondents to the survey noted feeling safe on campus, several highlighted their concerns about certain areas on campus, specific times during which they feel unsafe, and finally, concerns about individuals using campus buildings for illegitimate purposes.¹ We make several recommendations to enhance the physical security environment on campus.

The University asked us to outline alternative campus safety models that would meet the goal of ensuring a reasonably safe campus environment without armed officers. Obviously, there are many options institutions choose to create what they consider is "reasonably" safe. Amongst Portland State's peer institutions, most have decided that armed officers provide the capacity they need to respond to the range of incidents that may occur on their campuses. While we have provided several alternatives to armed officers, we believe, after our extensive research and reflection, that Portland State **should retain armed officers** as a component to its Campus Public Safety Office. Having said this, we believe the University should fundamentally change how it deploys these officers by adopting a model that primarily relies on non-sworn officers as the core patrol function for

¹https://www.kptv.com/news/homeless-using-portland-state-university-campus-as-shelter-some-students/article_00c60444-34b3-11e9-b2f2-4b8d7779d311.html

response to most calls for service. The armed officers would primarily serve as response to violent or potentially violent situations. Further, we believe the University should adopt the practice of pairing its officers with certified mental health professionals, similar to the Behavioral Health Response Team initiative in the City of Portland. This unit would be the primary response to situations involving houseless individuals or those suspected of being under the influence of drugs. When not responding to calls for service, the mental health practitioner would engage in outreach to the homeless community. The University should consider connecting this initiative with its recently established Homeless Research & Action Collaborative and require collaboration with Portland State's School of Social Work and the Criminology & Criminal Justice program.

Finally, we acknowledge that the recommendations in this report have significant resource implications, regardless of the model the University elects to pursue. In fact, the near term requirements may very well strain the University's financial resources. The resource needs include additional staffing, investments in training, and needed enhancements to the physical security program. In spite of this likely tension, we believe the University must invest appropriately in its campus safety program in order to meet campus community expectations.

While we believe that all of the observations and recommendations in this report are important, the following major themes highlight the most pressing issues the University should address in the near term.

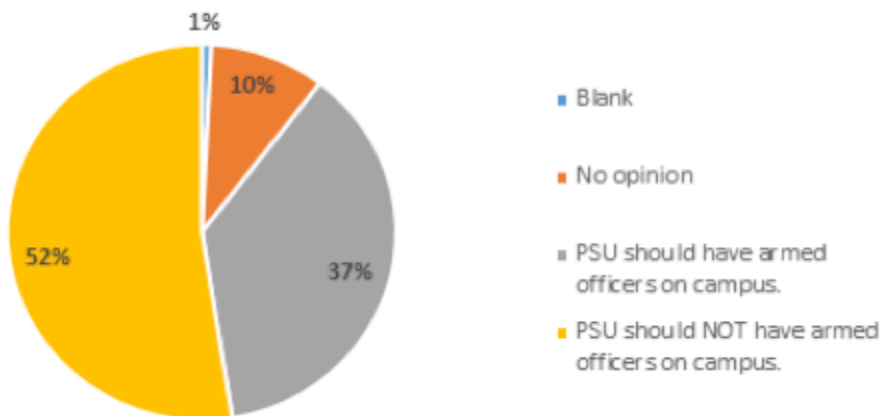
MAJOR THEMES

1. THE UNIVERSITY REMAINS DIVIDED ON THE QUESTION OF ARMING

While there is a general impression that most Portland State University members support disarming CPSO police officers, the survey results show that the PSU community remains divided on the question of whether or not sworn PSU officers should be armed. According to the [survey results](#), 52% of respondents (2,176/4,145) do not believe that PSU sworn officers should be armed, while 37% of respondents (1,538/4,145) feel that PSU should have armed officers on campus. In addition, 10% of respondents (398/4,145) had no opinion on the question, and 1% (33/4,145) left it blank. There are clearly mixed opinions about this issue within the campus community.

Responses to this question may have been influenced by the fact that it asked respondents to reflect on two issues at the same time, both "trained" and "armed." As follow-up comments indicate, some respondents may have indicated their support of having "trained" university police officers in this question, while not having them "armed" (at least with guns).

Q3: HOW DO YOU FEEL ABOUT HAVING TRAINED AND ARMED UNIVERSITY POLICE OFFICERS ON THE PSU CAMPUS?



Proponents on both sides of this issue presented their respective opinions with conviction, sincerity, and emotion. During the open forums, opponents to arming cited the tragic death of Mr. Jason Washington at the hands of PSU officers as precisely the reason why campus officers should not be armed. In fact, there was a consistent theme of “we said this would happen if you armed, and it did.” Speaking to why they do not support armed officers on campus, many forum participants cited their perception of institutionalized racism within the criminal justice system and the on-going and systematized oppression of black and brown bodies to maintain the social inequities that target the poor, marginalized, and the non-white. Many survey respondents echoed these sentiments, further highlighting an opinion that armed officers make the campus less safe:

“Students of color are less safe and are less able to focus on their studies because they fear for their lives, furthering their oppression.”

“You can never train someone “enough” to be able to protect marginalized people if they are armed. People of color, trans people, and immigrants are put at great physical and emotional risk as long as these officers are armed. They killed an innocent black man on this campus. That should be reason enough.”

Another interesting perception that emerged during the survey, and to a lesser degree during the forums, is the belief that CPSO officers are not adequately trained, currently, to handle the grave responsibility that goes with being equipped with lethal force weapons.

*“Here is the issue; I am a former law enforcement officer and having *trained* and armed police is a benefit to the campus. This lowers response time for dangerous situations and should be beneficial for students that live on campus. I emphasize training because I believe a vast number of police are poorly trained to deal with the escalation of force up to and including deadly force. I do not know enough about the training that the campus police have been through to accurately gauge their policing ability, but the shooting on campus was not justified despite what the PPB decided. I believe armed police on campus is a good thing, but their training needs to be reevaluated and changed towards more community policing.”*

“Training is absolutely a must. Officers in Portland can encounter a variety of tense situations requiring professional intervention (drug and mental health issues mentioned above) and should be prepared to handle these with appropriate care. I typically am against firearms in learning institutions as a rule. Any officers carrying firearms should be trained on how and when to use them and undergo firearms retraining and evaluations on a regular basis.”

“They should be well trained in the use [of] and when to use the weapons. Right now there has been little to no training in when to use them. Also, the officers should all be trained in the C.I.T. (Critical Interventions Teams).”

We found these responses surprising given our knowledge of the training that sworn CPSO officers have received. In fact, CPSO officers have received training in most of the areas cited by survey respondents. It was clear to us that PSU has not done a good enough job informing the campus community about the types of training department members have received. And while it is true that most officers have been exposed to the training topics suggested by survey respondents, we make several significant recommendations for re-thinking the department’s initial and on-going training program.

We place significant weight on the comments regarding concerns for individual safety and fears about being targeted by law enforcement based on the color of one’s skin, their sexual orientation, socio-economic status, and many other factors cited in the survey comments. We likewise understand the skepticism surrounding law enforcement’s ability to produce bias-free and constitutional practices. We believe however, that the actions recommended in this report create the appropriate values-centered orientation, training, and oversight of CPSO to create a community-focused and responsive campus safety department that is committed to “rightful policing”² and dedicated to eliminating practices that stigmatize or otherwise put at risk the most vulnerable among us.³

While it was clear that the majority of the attendees at the public forums opposed arming, a significant number of individuals expressed their support of arming during one-on-one and small group meetings and through the survey. For example, several respondents cited their concerns about PPB response times, the lack of control the University would have over PPB officers, and the rise of targeted violence incidents.

“Fast response to campus emergencies that need an armed response -- domestic violence in the residence halls, for instance. Before we armed our law enforcement we would have to wait for Portland to arrive to properly respond to domestic violence. They took a long time, did not know how to find us in the residence halls, and had a poor response. Response by campus police means the response is by people engaged with, attuned to, and devoted to our campus community. Portland Police are not. We can train and hire our own officers to conform to campus norms and values related to race. If we rely on Portland Police, we have zero control. We are at their mercy and that is not a good thing. The campus has 3,000 people who live on it 24/7. This is their neighborhood. Nearly no one in their right mind would

²Mears, Tracey L., “The Good cop: Knowing the Difference Between lawful or Effective Policing and Rightful Policing – And Why it Matters,” 54 William & Mary Law Review 1865, 1875-1880 (2013).

³We borrowed this concept from the “Interim Study on Approaches to Improving Public Safety on and around Johns Hopkins University Campuses,” December 21, 2018.

support their neighborhood's law enforcement being disarmed. Therefore, it would be unethical to support the PSU neighborhood's law enforcement being disarmed."

"If I was attacked by a mentally ill person who is high on methamphetamine I do not want the responding office to only be able to yell at them to stop or maybe use pepper spray. I want them to be able to react according to the incident."

As previously mentioned, the University community remains deeply divided over the question of whether CPSO officers should be armed. Regardless of the University's ultimate decision on the arming question, we must acknowledge that a significant percentage of the campus community will feel disenfranchised by any decision. Given the contentiousness of these discussions dating back to 2014, the University will need to address this divide in a conscientious, and well considered process.

2. PSU FAILED TO MANAGE THE TRANSITION TO SWORN OFFICERS

As we detail in the section regarding the [University's decision to transition to a sworn and armed agency](#), the University and the Portland State Board of Trustees (<https://www.pdx.edu/board/>) made several specific and implicit conditions related to this transition. While we agree in principle with the expectations established in the many reports, resolutions, and committee meeting minutes, in our professional opinion, the University failed to provide accountability and appropriate oversight to ensure the mandates were carried out accordingly. From our objective opinion, it appears that once the Board approved the transition, the University assumed an arms-length, almost laissez-faire, approach to managing the transition.

For example, both the Board and the Implementation Advisory Committee for Campus Public Safety set forth specific training that members of CPSO would undergo before arming. While some officers received this training, there were insufficient measures in place to ensure all department members received this training. Likewise, the University failed to establish and/or follow reporting requirements for on-going training.

While we support the concept of the University Public Safety Oversight Committee (UPSOC), we believe the group does not have the appropriate infrastructure, including training on their roles and responsibilities, and institutional support to meet campus expectations. We are making several wide-ranging recommendations to address our concerns in this area.

3. THE CAMPUS COMMUNITY EXPECT A HIGH DEGREE OF OVERSIGHT OF THE CPSO

It was obvious during our engagement that members of the Portland State and wider city of Portland community expect appropriate oversight of the Campus Public Safety Office. In fact, it is safe to say that many want the type of oversight that is generally common in municipal law enforcement agencies. In these agencies, oversight boards are generally structured as external review bodies that ensure accountability. See for example <https://www.portlandoregon.gov/ipr/27072> re: City of Portland Independent Police Review agency; <https://www.seattle.gov/community-police-commission/about-us> re: City

of Seattle Community Police Commission; and https://d3qi0qp55mx5f5.cloudfront.net/safety-security/uploads/files/IRC_Charge_August_2013.pdf re: the University of Chicago's Independent Review Committee for the University of Chicago Police Department. While we agree with the campuses' general expectations regarding oversight of CPSO, we believe the University should pursue a hybrid model of oversight, drawing upon the successes of the University Public Safety Oversight Committee (UPSOC) and the evolving practices related to civilian oversight of police agencies. Regardless of the University's ultimate decision regarding arming, we nevertheless believe our recommendations for oversight will begin to restore legitimacy and promote accountability.

4. CPSO NEEDS A COHERENT CAMPUS SAFETY STRATEGY

In our opinion, CPSO has not developed a comprehensive campus safety strategy informed by community input and expectations. A coherent strategy would naturally evolve from a formalized strategic planning process and should formalize the department's mission, vision, and core values. This strategy should articulate what, where and how CPSO carries out its responsibilities, how it works with the campus community to co-produce campus safety, and the values that guide the campus safety operation. We believe the UPSOC should immediately form a sub-committee to commence this work, working with appropriate University departments, staff and students, and external community members.

5. THE PSU COMMUNITY EXPECTS THE UNIVERSITY TO LEAD WITH INNOVATION

A recurring theme throughout the open forums, attendees expressed their desires that the University, as a leading research university with a mission of "let knowledge serve the city," would not simply accept the status quo or follow its peers with respect to how it provides campus safety services. Forum participants shared their hopes that the University would seek innovative ways to address the problems of campus crime, disorder, and the other factors that potentially contribute to a sense of fear on the PSU campus. For example, attendees expect the University to invest in addressing the root causes of homelessness in the City and not simply default to relying on CPSO to respond to calls regarding houseless individuals. Participants also highlighted the tremendous resources available at the University to enhance CPSO officers' skills through rigorous training and education.

It is clear that the University has amazing academic and staff resources available to enhance the operations of the CPSO. Disappointingly, we found a disturbing lack of interest on the part of many to engage with the department because they are armed. For example, we heard that many members in one academic department opposed arming at the beginning of the deliberations and remain active in the "Disarm PSU" movement. While we understand the opposition and respect their right to voice their perspective, we do not believe it is productive for these members to refuse to meet with the chief of CPSO, or work with the department to address many of their concerns. We are hopeful that the UPSOC can facilitate on-going dialogue and collaboration between CPSO and all members of the campus community.

6. RESTORING TRUST WITH THE COMMUNITY SHOULD BE THE HIGHEST PRIORITY

It would be an understatement to say that the relationship between CPSO and some segments of the campus and wider community is deeply fractured. The current condition of the relationship was one of the most disturbing observations from this review, given the intensely entrenched positions from those on opposite ends of the arming issue.

It is important to acknowledge that the rift between CPSO and some members of the community was fully established before CPSO officers killed Mr. Jason Washington. It was clear to our team that the University missed an opportunity to restore trust and reestablish the department's legitimacy following the decision to transition to a sworn and armed police department. It appears to us that the University failed to acknowledge the issues that arose as part of the transition process, and thereby failed to invest the appropriate resources in reestablishing the relationship.

To be clear, reestablishing trust and legitimacy with all segments of the campus community will require focused strategies and fulltime attention. We recommend the CPSO establish a community relations unit to focus on this critical need.

7. THE UNIVERSITY MUST INVEST IN ITS PHYSICAL SECURITY PROGRAM

Another recurring theme that arose during the forums was the notion that the University invested significant resources to the transition, but failed to address the many physical security vulnerabilities that campus members identified during the transition discussions. We found support for this sentiment, as we identified several opportunities to improve the University's approach to physical security on its campus.

The University currently takes a decentralized approach to physical security leading to the inconsistent use of security measures across campus. For example, we observed disparate use of electronic access control and security cameras throughout the university's student residential facilities, including Parkway, which had neither.

We believe Portland State would benefit from identifying a specific department responsible for managing the physical security program, and creating a position within that respective department to manage its physical security program. This position would manage all aspects of physical security program. Additionally, we believe the University would benefit from establishing standards specifying the physical security measures for each building type and reinforcing the policies related to the response to door forced/held open alarms.

Finally, we believe the University has an opportunity to re-examine its position regarding access control and visitor management. We frequently heard concerns about the use of campus facilities by non-affiliates, specifically houseless individuals. The University owes it to its campus community to clarify how it will permit non-affiliates to use its facilities. We also note that this issue is likely to be a contentious one given the diverse opinions about how to address houseless individuals who may be using campus facilities for using drugs, taking showers, or sleeping.

8. RESOURCE IMPLICATIONS

The recommendations in this report have significant resource implications. We have provided our suggestions for how the University should phase the recommendations in this report, and recognize that it may be impossible to implement the higher priority recommendations in a timely fashion.

The University has important decisions on the horizon. Given the *additional* financial investments needed to maintain the campus safety department in the manner in which it should be managed in the 21st Century, the University may not be in a position to realize the recommendations related to maintaining a sworn and armed police department.

SECTION II – BACKGROUND

PART I: CONTEXT

NATIONAL

The long, troubling, and sad history of interactions between the police and members of disenfranchised and/or underrepresented communities, including people of color, individuals who identify as LGBTQI, houseless individuals, undocumented and recent immigrants, and sex workers, contributes to the current state of affairs between certain communities and police. According to Dr. Eddie Glaude, the James S. McDonnell Distinguished University Professor of Religion and African-American Studies at Princeton University, disenfranchised communities have for many decades lived under with the reality that they are “over-policed, over-surveilled, and under-served.”⁴ The situation, according to a policy statement released by the American Public Health Association (APHA) in November 2018, has reached a level where the association has deemed “Law enforcement violence as a critical public health issue.”⁵ The statement reads in part: “Physical and psychological violence that is structurally-mediated by the system of law enforcement results in deaths, injuries, trauma, and stress which disproportionately affect marginalized populations (e.g., people of color, immigrants, individuals experiencing houselessness, people with disabilities, the Lesbian Gay Bisexual Trans and Queer (LGBTQ) community, individuals with mental illness, people who use drugs, and sex workers). Among other factors, the misuse of policies intended to protect law enforcement agencies have enabled limited accountability for these harms. Further, certain regulations (e.g., anti-immigrant legislation, policies associated with the war on drugs, and the criminalization of sex work and activities associated with houselessness) have promoted and intensified violence by law enforcement toward marginalized populations.”⁶

According to the Vera Institute, “Policing in America is at a perilous crossroads...decades of over-policing; egregious, highly visible examples of police misconduct; the seemingly indelible stain of racism; and of accountability undermine [dedicated officers who want to serve and support] their efforts and public confidence.”⁷ The U.S Department of Justice’s Community Relations Service (CRS) Toolkit entitled Importance of Police-Community Relationships states,

African-Americans in particular have a history of being marginalized and mistreated by the police, leading to a lack of trust and resentment. This history is reflected in many people’s feelings about the police. For instance, there are many people alive today who have their own memories of the Jim Crow era, when a number of police departments were agents of enforcement of laws that institutionalized racial discrimination. Civil rights leaders at the PERF meeting in 2015 said that while it is true that many police officers were not even born then and thus cannot be held responsible for enforcing Jim Crow laws, all police officers should be aware of this history and should be responsible to it, meaning that police must understand that this history is legitimately a part of some people’s feelings about the police.⁸

⁴Personal conversation between S. Healy and E. Glaude, Jr. regarding the state of policing in the U.S.

⁵<https://www.apha.org/policies-and-advocacy/public-health-policy-statements/policy-database/2019/01/29/law-enforcement-violence>: American Public Health Association November 2018 Statement on Addressing Law Enforcement Violence as a Public Health Issue

⁶Ditto

⁷Vera Institute of Justice, “Securing Equal Justice,” <https://www.vera.org/securing-equal-justice>

⁸Community Relations Services Toolkit for Policing: Importance of Police-Community Relationships and Resources for Further Reading; <https://www.justice.gov/crs/file/836486>

Public distrust of the criminal justice system can decrease cooperation with the police and often leads to the perception that the police are occupying forces whose primary purpose is to “control” behavior as opposed to “serving and protecting.” Likewise, police mistrust of the community exacerbates the dysfunctional relationship.

Fatal interactions with police, controversial uses of force, unconstitutional stop and frisk practices, and racial profiling highlight long standing and legitimate complaints against law enforcement. While communities have publicly voiced their displeasure with the nature of these interactions for decades, the videotaped violent beating of Mr. Rodney King by members of the Los Angeles Police Department, leading to the 1992 Los Angeles Riots, marked a significant shift in the public’s willingness to record and report police uses of force. Protests accusing law enforcement officers of being too quick to use lethal force against people of color are now a constant whenever police use force during interactions with members of the public. These situations continue to outrage the community and fracture trust, regardless of the outcome of the judicial reviews.

The 2014 killings of Mr. Michael Brown in Ferguson, Missouri, and Mr. Eric Garner in New York City led to national uproar and the public emergence of the Black Lives Matter movement. Although the BLM movement was in part founded following George Zimmerman’s killing of Trayvon Martin, a 17-year old African-American teen, in Sanford, Florida in 2012, the movement gained significant momentum in 2014 and 2015 organizing demonstrations and campaigning for the elimination of systemic racism and criminal justice reform. The BLM network remains at the center of calls for criminal justice reform and greater transparency in the criminal justice system.

In spite of the fact that fatal interactions with police have declined since 2015, police in the U.S. shot and kill African-Americans at rates significantly higher than their percentage of the overall U.S. population. Blacks make up about 13% of the U.S. population but 23% of those fatally shot by police since 2015. For shootings of unarmed people, African-Americans represent 36% of those killed.⁹ This is an alarming statistic that requires continuing national resolve if we are to understand and eliminate the root causes of these disparities.

It is important to note that high profile targeted shootings of law enforcement officers during the past several years also highlight the divide between police and communities. Targeted attacks in Dallas, Texas and in Baton Rouge, Louisiana in July 2016 represented an alarming turn of events. According to statistics published by the Federal Bureau of Investigation’s report on Law Enforcement Officers Killed and Assaulted, an average of 51 officers per year are killed in the line of duty. This recent willingness by some to engage in violence against law enforcement officials is yet another example of the great divide between law enforcement and communities.

Criminal justice researchers and law enforcement practitioners recognize that law enforcement and local communities must work together to establish the level of trust needed to legitimize policing and address the current rift. Reformers point to the need for more and better training in the areas of implicit bias, procedural justice, de-escalation, tactical decision making during tense situations, and the implications of the historical

⁹https://www.washingtonpost.com/investigations/fatal-police-shootings-of-unarmed-people-have-significantly-declined-experts-say/2018/05/03/d5eab374-4349-11e8-8569-26fda6b404c7_story.html?utm_term=.273d6d7c10f9

use of police as instruments of racism and oppression. In his address to members of the International Association of Chiefs of Police in 2016, Chief Terry Cunningham, the former IACP president, said, “For our part, the first step in this process is for law enforcement and the (International Association of Chiefs of Police) to acknowledge and apologize for the actions of the past and the role that our profession has played in society’s historical mistreatment of communities of color.” Cunningham went on to say “While we obviously cannot change the past, it is clear that we must change the future. We must forge a path that allows us to move beyond our history and identify common solutions to better protect our communities.” It is with this optimistic eye to the future that we approach this review.

In late 2014, in the aftermath of events in Ferguson, Staten Island, and Cleveland, Ohio, President Barack Obama issued an executive order establishing the President’s Task Force on 21st Century Policing.¹⁰ The task force’s primary goal was to “...examine how to strengthen public trust and foster strong relationships between local law enforcement and the communities that they protect, while also promoting effective crime reduction.”¹¹ In the press release announcing the formation of the task force, the White House stated, “As the nation has observed, trust between law enforcement agencies and the people they protect and serve is essential to the stability of our communities, the integrity of our criminal justice system, and the safe and effective delivery of policing services.”¹² The Final Report of the President’s Task Force on 21st Century Policing continues to serve as a blueprint for strengthening community policing and building substantive and sustainable collaboration between the police and the public they serve. Small and large law enforcement agencies around the country, including campus agencies, have embraced the pillars of the 21st Century Policing Final Report. While intensive research continues into the effectiveness of the various initiatives recommended in the report, preliminary results are promising.¹³ We draw many of the recommendations in this report from the 21st Century Policing Final report.

LOCAL

While the City of Portland has long been recognized as a progressive city, its history is not unlike many other major U.S. cities that struggled with post-slavery Jim Crow laws and other forms of racial discrimination. Both Portland and Oregon have long, sordid histories of systemic racism. According to an article published in *The Atlantic*, when Oregon entered the Union in 1859, “it “explicitly forbade black people from living in its borders, the [only state](#) to do so.”¹⁴ While the state and city has surely changed since 1859, a 2011 housing audit conducted by the Fair Housing Council of Oregon found “discrimination in 64% of the tests conducted across the city.” A 2014 report authored by Portland State University and the Coalition of Communities of Color noted, “African-Americans and other communities of color in Oregon experience grave disparities and inequitable levels of treatment across a wide range of determinants – education, economic development, health, housing and employment.”¹⁵ In terms of communities of color and their interactions with the criminal justice system, the report states (citing a 1994 Supreme Court of Oregon’s audit of racial bias), “people of color are more likely to be arrested, charged, convicted and incarcerated, and less likely to be released on bail or put on probation.”¹⁶

¹⁰ <https://obamawhitehouse.archives.gov/the-press-office/2014/12/18/executive-order-establishment-presidents-task-force-21st-century-policin>

¹¹ Ibid

¹² Ibid

¹³ Lum, C., Koper, C.S., Gill, C., Hibdon, J., Telep, C. & Robinson, L. (2016). An Evidence Assessment of the Recommendations of the President’s Task Force on 21st Century Policing — Implementation and Research Priorities. Fairfax, VA: Center for Evidence-Based Crime Policy, George Mason University. Alexandria, VA: International Association of Chiefs of Police.

¹⁴ <https://www.theatlantic.com/business/archive/2016/07/racist-history-portland/492035/>

¹⁵ Bates, L., Curry-Stevens, A. & Coalition of Communities of Color (2014). The African-American Community in Multnomah County: An Unsettling Profile. Portland, OR: Portland State University

¹⁶ Ibid, pg. 77.

As is the case in other cities across the United States, community outrage regarding discriminatory practices has led to reforms in the Portland Police Bureau. In 2012, the City of Portland and the U.S Department of Justice entered into an agreement “...with the goal of ensuring that the Portland Police Bureau (“PPB”) delivers police services to the people of Portland in a manner that effectively supports officer and public safety, and complies with the Constitution and laws of the United States. Specifically, this Agreement is targeted to strengthen initiatives already begun by PPB to ensure that encounters between police and persons with perceived or actual mental illness, or experiencing a mental health crisis, do not result in unnecessary or excessive force.”¹⁷ While DOJ’s initial review focused on PPB officer interactions with individuals who were experiencing or appear to be experiencing a mental health crisis, it made wide ranging recommendations for enhancing policies and practices. The recommendations required changes in several core areas of police operations. We point to these recommendations to both note the progress in PPB and to highlight the similarities between these initiatives and the recommendations in this report.

- Revise existing use of force policy and force reporting requirements to ensure that all force, particularly force involving persons with actual or perceived mental illness: (a) is used only in accordance with the Constitution and laws of the United States; (b) is no greater than necessary to accomplish a lawful objective; (c) is properly documented, reported, and accounted for; and (d) is properly investigated, reviewed, evaluated, and, if necessary, remedied;
- Update all aspects of PPB training to reflect and instill agency expectations that officers are committed to the constitutional rights of the individuals who have or are perceived to have mental illness whom they encounter, and employ strategies to build community partnerships to effectively increase public trust and safety;
- Address the gaps in state mental health infrastructure. The state-wide implementation of an improved, effective community-based mental health infrastructure should benefit law enforcement agencies across the State, as well as people with mental illness;
- Add new capacity and expertise to deal with persons perceived or actually suffering from mental illness, or experiencing a mental health crisis as required by this Agreement. Despite the critical gaps in the state and local mental health system, the City and PPB must be equipped to interact with people in mental health crisis without resorting to unnecessary or excessive force;
- Enhance its Employee Information System to more effectively identify at-risk employees, supervisors and teams to address potentially problematic trends in a timely fashion;
- Ensure that all complaints regarding officer conduct are fairly addressed; that all investigative findings are supported by a preponderance of the evidence and documented in writing; that officers and complainants receive a fair and expeditious resolution of complaints; and that all officers who commit misconduct are held accountable pursuant to a disciplinary system that is fair and consistent; and,

¹⁷United States of America, Plaintiff, v. CITY OF PORTLAND, Defendant. Case No. 3:12-cv-02265-SI SETTLEMENT AGREEMENT PURSUANT TO FED. R. CIV. P. 41(a)(2)

- Redefine and restructure existing community input mechanisms to provide for independent oversight of the Agreement, while also enhancing PPB's current community outreach efforts will promote community confidence in PPB and facilitate police/community relationships necessary to promote public safety.

By many measures, the PPB has made significant progress implementing the recommendations in the DOJ report. The PPB is often recognized nationally as trend setters, implementing and embracing innovative approaches to police transparency (see for example the Open Data portal @ <https://www.portlandoregon.gov/police/71673>); the Behavioral Health Unit with tiered levels of response to individuals in crisis @ <https://www.portlandoregon.gov/police/62135>; and the Use of Force Dashboard @ <https://www.portlandoregon.gov/police/article/695167>). In spite of these reforms, the PPB acknowledges that sustaining cooperative relationships with the public requires on-going attention and investment. In her searing-in ceremony in January 2018, Portland's current and first African-American female chief, Chief Danielle Outlaw reflected, "Here in Portland, the issue of racial inequality and displacement still lurks in the undercurrent of a very progressive city." Chief Outlaw spoke directly about race and policing, and the history of police forces being used to preserve inequality and racial segregation, saying that these conversations "serve as a starting point for transformation and positive progression."¹⁸

During the campus open forums, many attendees expressed their mistrust of the Portland Police Bureau, while simultaneously voicing their support for reverting to a practice of relying on the PPB for law enforcement response. We cannot reconcile these conflicting opinions.

It was with the national and local context that Portland State University elected in 2014/2015 to transition to having sworn and armed officers in the CPSO. In our opinion, opposition in 2014 to having armed officers on campus reflected larger concerns with the state of policing both locally and nationally. While the national and local context continues to inform the various perspectives related to arming, the killing of Mr. Jason Washington by PSU officers has become the single most important rallying point in the opposition to retaining armed officers on campus.

¹⁸<https://www.opb.org/news/article/danielle-outlaw-portland-police-chief-race-police-oregon/>

PART II: THE TRANSITION TO AN ARMED DEPARTMENT

PORTLAND STATE UNIVERSITY'S DECISION TO ESTABLISH A SWORN POLICE FORCE

BACKGROUND

To fully understand the University's decision to establish a sworn police force, we reviewed all reports, resolutions, studies, and the comments made through both the online survey and at public forums that preceded that decision. We also interviewed key individuals who were involved in, or intimately familiar with, the process used to arrive at that decision. Through this review, we discovered that the University had been considering the question of whether or not to establish a sworn police force for several years before the 2015 ultimate decision.

In 2008, the University's Vice President of Finance and Administration formed an Ad Hoc Committee on Public Safety and Emergency Operations (hereafter the Ad Hoc Committee) to assess possible options for the University to enhance its approach to campus safety and emergency operations. The University formed this committee presumably, in the aftermath of the tragic targeted violence incident at Virginia Tech on April 16, 2007. The Committee's role was to convene various campus focus groups and elicit opinions about how the University could improve campus safety at Portland State University. The Committee's task was to recommend improvements in campus public safety that considered, although were not necessarily based on, those opinions.¹⁹

The Committee's recommendations were released in a report dated March 3, 2008. In its report, the Committee recommended three options for the University's campus public safety operations: elevate the current campus security operation to a "regular" police department; create an Oregon University System police force; or train the current Campus Public Safety Officers to become police officers through Oregon's Department of Public Safety Standards and Training (DPSST) certification program. In determining which of the three options to choose, the Committee identified several principles that should guide the decision, including the following:

- The importance of local control over the campus security department;
- The campus security department should include officers who are familiar with the campus culture at Portland State University; and,
- The campus security department should include officers who have "complete authority" over all types of campus crimes.

Following the Ad Hoc Committee's report, the University made no fundamental changes to the campus safety department and it appears that the issues that prompted the committee's formation were no longer of the University's concern. In April 2013, University President Wim Wiewel convened a Task Force on Campus Safety to again listen to various

¹⁹Final Report of the Portland State University Ad Hoc Committee on Public Safety and Emergency Operations, March 3, 2008.

campus constituencies and make recommendations on “how best to address safety concerns, and to improve the University’s response to criminal activity on campus.”²⁰ That Task Force issued the Presidential Task Force on Campus Safety Final Report on November 1, 2013. Among its findings, the Task Force recommended that the University explore ways to ensure access to sworn police officers who are trained in campus policing and available on-site to the University community.

The Task Force examined four possible options to respond to this recommendation:

1. Creating a University Campus Police Department with both sworn police officers and non-sworn campus safety officers;
2. Contracting for police services with the Portland Police Bureau;
3. Contracting for police services with the Oregon State Police;²¹ and,
4. Collaborating with Oregon Health and Science University (OHSU) for police services.

The Task Force recommended the University collect additional data to identify and prioritize the considerations that would help determine which of those options would best suit the University.

Concurrently, the University engaged Sigma Threat Management Associates to conduct a review of its existing processes and resources for addressing threatening behavior arising from students, employees and others that interact with the University. Sigma’s report noted that the non-sworn status of CPSO officers impedes the University’s ability to address safety and security issues, including conducting threat assessment investigations. Sigma recommended that the University “give serious consideration to creating a dedicated, fully sworn campus police department, as recommended in the Presidential Task Force on Campus Safety.”²²

From February to October 2014, the Task Force solicited and received feedback via an online survey of campus community members. The Task Force also collected data on the frequency and nature of crime and arrests on Portland State University’s campus. Among the information considered was data from a five-year study of arrests on Portland State University’s campus.²³ That study found that 81.2% of individuals arrested on the University campus from December 16, 2006 to January 15, 2012 were unaffiliated with the University. The study then looked at the arrest history of a randomly-selected group²⁴ of those individuals unaffiliated with the University and arrested on campus during the timeframe of the study and found the following:

1. 56.4% had at least one arrest for a property crime;
2. 41% had at least one prior arrest for a violent crime;
3. 14.4% had a history of criminal activity involving the use of a weapon.

Based on our interviews with those associated with the work of this Task Force, the Board of Trustees was extremely concerned about the degree to which individuals unaffiliated with the University had a history of arrests for crimes of violence.²⁵

²⁰Letter from Portland State University President Wim Wiewel to the Portland State University Campus Community, April 25, 2013.

²¹While listing it as one of the four possible options, the Task Force simultaneously recognized that the Oregon State Police was not interested in entering into a contract with the University.

²²*Behavioral Threat Assessment Capabilities at Portland State University, Review and Recommendations*. Sigma Threat Management Associates, PA, August 12, 2014.

²³Henning, K., Peterson, C., Stewart, G. (2012). *Criminal History Analysis with Suspects Arrested at Portland State University*.

²⁴The initial number of individuals in this group was 200 and was selected after ensuring the individuals had no role or affiliation with the University. The 200 was reduced to 188 after running each individual’s information through the Portland Police Data System to eliminate any duplicate entries of the same individual.

²⁵It was also noted that the June 10, 2014 shooting at Reynolds High School in nearby Troutdale, Oregon was a “tipping point” for the decision to move forward towards a sworn, armed University police department.

At the October 27, 2014 meeting of the Special Committee on Campus Public Safety, it was confirmed that neither the Oregon State Police, the Portland Bureau of Police nor the Oregon Health and Science University police were interested in providing police services to the University.²⁶ By the time of its November 24, 2014 meeting, the Special Committee on Campus Public Safety had drafted a resolution calling for the commissioning of sworn police officers at the University. That meeting was continued to December 3, 2014 when the Committee voted to approve the resolution. The Board of Trustees then approved the resolution on December 11, 2014 and directed the University to create an Implementation Advisory Committee for Campus Public Safety (IAC) “to conduct research and gather public input on approaches for implementing the police unit.”²⁷ It is important to note that the IAC included individuals who were opposed to arming campus safety officers at the University.

A final vote on the resolution by the Board of Trustees was scheduled for June 11, 2015. In the interim, the IAC “conducted outreach to the campus community to solicit ideas and feedback about creating an effective sworn police unit appropriate for a large urban university.”²⁸ The outreach conducted by IAC included campus listening sessions and a website where community members submitted feedback on the draft report. The IAC’s Implementation Plan included an expectation for thirteen non-sworn CPSOs, including a lieutenant and two sergeants.²⁹ The Board of Trustees then gave final approval for the resolution at its June 11, 2015 meeting.³⁰

In our opinion, the process the University followed to establish a sworn police department was deliberative and well-informed. We believe the University could have improved the process by clarifying how it would consider the various voices supporting or opposing the arming decision. For example, during the open forums, many attendees expressed their opinions that the University moved forward with the transition in spite of what they viewed as significant opposition to arming. Based on our time on campus, we believe this is a widely held belief that continues to undermine the University’s credibility with the past and current process. There is no doubt that there is a significant disconnect between the information considered and the perception of how receptive the Board, the Special Committee, and the IAC was to opposing opinions. It appears to us that many campus members believed, and continue to believe, that the University ignored their opinions because it ultimately moved forward with the transition. On the contrary, our review found that the University weighed the points raised by both those in support of and opposed to arming. Perhaps one reason for the perception that the University did not consider the opinions of those opposed to arming was the fact that the University’s decision occurred during a period of intense public scrutiny over fatal interactions with police, especially police shootings of people of color.³¹

Each of the individuals we interviewed that were part of the process recognized the degree to which certain campus community members opposed the transition to a sworn and armed police department. Our review of the process found that the Board, Special Committee, and the IAC understood the history of the issue at Portland State University

²⁶As part of the review, we conferred with three agencies to determine if there was a change in their interest in providing police services to the University. There was no change.

²⁷Final Report of the Implementation Advisory Committee for Campus Public Safety, *Recommendations for Implementation of a Sworn Police Department at Portland State University* (May 29, 2015).

²⁸*Recommendations for Implementation of a Sworn Police Department at Portland State University*, p. 2.

²⁹This expectation is important, as we are critical of the University’s lack of appropriate oversight to ensure that CPSO was meeting the Board’s expectations with respect to the future structure of CPSO.

³⁰A copy of the resolution can be found here: <https://www.pdx.edu/board/sites/www.pdx.edu.board/files/Public%20Safety%20Dept%20Management%20Implementation%20Plan%20Signed%20with%20Plan.pdf>

³¹The Special Committee on Campus Public Safety’s draft resolution calling for the commission of sworn police officers at the University took place on the same date that a grand jury declined to charge a Ferguson, Missouri police officer for the August 9, 2014 shooting death of Michael Brown.

and the concerns of those opposed to arming. Recognizing the importance of the anti-arming perspective, the University appointed campus members opposed to the creating armed officers to the IAC.

Further, many groups that we spoke with believed there was “a lot of opportunity for input” into the decision to establish a sworn police force and our review supported that belief. The campus community had opportunities and in fact provided various opinions on the issue, both to the Special Committee and the IAC. The Faculty Senate, in particular, was brought into the process and their concerns were considered. There was some belief expressed at the public forums that some department heads were forced to write letters in support of an armed police department and that their supervisors told them they would lose their jobs if they did not submit such letters. On the contrary, our review found many individuals, including University staff, who both supported the decision to establish an armed police department at the time of the decision and still believe it to be necessary to adequately protect the campus community. We also found that many of those individuals who support an armed police force were reluctant at the time and remain concerned about sharing that opinion publicly.

The Committee’s actions and ultimate recommendation both considered the positions of various campus constituencies and was driven by the data about crime on campus. During this review, we were informed many times that the University did not, and still does not, want to rely on the City of Portland Police Bureau for police services. There are multiple reasons for lack of interest in this option, aside from the fact the PPB is not interested in providing a fulltime police presence at the University. The reasons most-often repeated during our review included a perceived practice of over-policing by PPB (although no one provided us with facts to support this perceptions); a lack of familiarity with the students and the campus; and, a delay in response time. During the deliberations during 2014 and 2015, the Board of Trustees also heavily weighed the benefits of institutional control over the police in several areas, including monitoring and requiring specific training and accountability. The Board’s interest in maintaining institutional control is again noteworthy given that our review has determined that the current oversight mechanisms lacks authority in both of these areas.

In the end, with the information about criminal activity on campus and the inability to contract with another police agency, the Committee believed it had only one viable option for ensuring access to sworn and armed officers – establishing its own campus police department.

UPSOC AUTHORITY AND STRUCTURE & MANAGEMENT OF THE TRANSITION

OBSERVATIONS

In addition to the studies, public comments and other information that formed the basis for the University's decision to establish a sworn police force in December 2014, we reviewed the work of the Implementation Advisory Committee (IAC) and its Final Report to the Board of Trustees³² dated May 29, 2015; the minutes of each meeting of the University Public Oversight Committee (UPSOC),³³ and other relevant information. We also interviewed past and current members of the UPSOC.

While there is little empirical evidence on the characteristics of effective police oversight boards, it is generally accepted that jurisdictions should tailor their oversight board to meet the particular needs and characteristics of their population, their law enforcement agency and expectations of community stakeholders.³⁴

Common characteristics of most oversight boards include independence from and cooperation with the law enforcement agency, adequate authority to act, sufficient access to law enforcement records, an ability to communicate with the chief of the law enforcement agency, support of the relevant stakeholders, and adequate resources. Contemporary standards also call for oversight boards to engage in community outreach, to include members of the community on the board and to periodically issue public reports, including reports on patterns of alleged abuse by police.³⁵

Our review found that, in general, Portland State University has established a board that is tailored to the particular needs and characteristics of its population and its campus safety department. UPSOC's membership, including four staff members, three faculty members, two undergraduate students, one graduate student, a Sergeant from the CPSO, as well as representatives from the City of Portland's Independent Police Review and the Washington County Mental Health Forensic Program, positions it well to understand and respond to concerns on its campus. In our opinion, the University should appoint, at least for the near term, an external, independent monitor to work with the University and UPSOC to establish the framework for its eventual evolution and oversee the implementation of the recommendations in this report. We also believe that the committee should report directly to the University's President, with a dotted line reporting directly to the Board of Trustees. UPSOC would also benefit from the addition of administrative support staff, at least on a part-time basis.

The Final Report of the IAC made the following recommendations for the work of the oversight committee:

1. To provide counsel, advice and oversight to campus leadership;
2. To provide a voice for the PSU campus community into matters of public safety;
3. To review CPSO policy, procedure and practice, provide feedback on proposed new policies and recommend new or modified policies, procedures or practices as appropriate;

³²The full name of this report is the University Public Safety Department Management and Implementation Plan.

³³The University Public Oversight Committee was referred to as the Campus Public Safety Committee from the time of its inaugural meeting on March 4, 2016 until the August 28, 2018 meeting when the name was changed to the University Public Oversight Committee.

³⁴U.S. Department of Education, Office of Justice Programs, National Institute of Justice, *Citizen Review of Police: Approaches and Implementation* (March 2001). Stated another way, jurisdictions should focus on "best-fit" of the various types of civilian oversight boards, as opposed to "best practices." National Association for Civilian Oversight of Law Enforcement, *Civilian Oversight of Law Enforcement: A Review of the Strengths and Weaknesses of Various Models* (Sept. 2016).

³⁵National Association for Civilian Oversight of Law Enforcement, *Civilian Oversight of Law Enforcement: Assessing the Evidence* (Sept. 2016).

4. To review recruitment and training;
5. To review significant incidents, data and all cases of use of force; and,
6. To solicit input and ideas from the campus community; disseminate information on CPSO strategies and policies to the campus community; inform the campus community how they can register a complainant against CPSO.

The current authority and work of UPSOC does not meet the goals established by the IAC. To best meet contemporary standards for oversight boards, the University should take steps to ensure that UPSOC is able to fulfill the role and mission contemplated for it when the decision was made to establish a sworn and armed department.

Historically, the director of CPSO has provided UPSOC with regular updates on the operations of CPSO. However, we learned during our review that the former director did not always consult with UPSOC on hiring decisions. To conform to contemporary standards, UPSOC should have the authority to offer input into personnel decisions, as envisioned by the IAC.

UPSOC also reviews use of force incidents involving CPSO. However, there is no clear understanding of what UPSOC does or should be doing with this information. In addition to being debriefed on current use of force incidents, UPSOC should have access to closed internal affairs investigations and use of force after-action memoranda. This would allow UPSOC to study this information to discern trends, make recommendations on policies and procedures, ensure the integrity of internal investigations and issue a report with the findings and recommendations, all consistent with contemporary standards for oversight boards. While UPSOC is charged with issuing semi-annual reports to the Board of Trustees, this report would go beyond reporting on distinct incidents and take a deeper, more historic look at the use of force issue with the goal of forming the basis for any recommended updates to CPSO policy and procedure. In addition, a subcommittee on the use of force may be an appropriate avenue within which to accomplish this particular degree of study and oversight of this important area.

UPSOC's charge from the Board of Trustees includes the authority to review and make recommendations "regarding policies and procedures **adopted** by CPSO" [emphasis added]. This language should be amended to specifically authorize UPSOC to initiate policy and procedure recommendations, including training recommendations, based on its study of trends in CPSO's use of force. The charge further calls for CPSO to share with UPSOC "proposed substantial changes" to its policies and procedures thirty days prior to their adoption. To make this review more meaningful and to give the members adequate time, this timeframe should be increased to 45 days. Tasks such as reviewing policies are evidence of the need for both an external monitor and administrative support.

Contemporary standards also call for police oversight boards to have unfettered access to the relevant records and other materials needed to fulfill their oversight role. Accordingly, UPSOC should be empowered to grant this level of access not only for its oversight role, but also to ensure that investigations conducted by Global Diversity and Inclusion are

fully informed and able to be completed in a timely manner. During our review, we heard that “there is sometimes a wall” when it comes to getting access to CPSO materials and apparently no policy that governs such sharing of information. UPSOC should review the access that the appropriate University departments, and itself, have to CPSO video evidence, police reports and other relevant records³⁶ and, if necessary, implement a policy regarding access to such information. Access to these materials should be conditioned on all UPSOC members and any other University staff that use such materials in their work to sign an appropriately drafted confidentiality agreement.³⁷

UPSOC may be best positioned to determine the available resources and the needs of the University and the overall campus community. Accordingly, UPSOC should study and advise the University on the best ratio of sworn to non-sworn officers, moving forward. In addition, over time and study, UPSOC could provide valuable advice on how they should be deployed. In order to enhance student engagement, UPSOC should also consider establishing a student engagement subcommittee. This subcommittee could hold open forums to both listen to student concerns and provide information about how CPSO is engaging with the campus community.

The Portland State University website has an UPSOC page that is a good collection of useful reference material about the Committee. However, the University should consider significant enhancements to the page to provide more pertinent information to the campus community. Updating the UPSOC page of the website with a statement about the Committee’s mission and philosophy would help campus community members better understand UPSOC’s role. The website could also include information on the practical ways it is working to both improve the campus’ trust in the work of CPSO and its response to the needs of the community. The website should include a list of trainings that CPSO officers complete and a calendar of CPSO’s involvement in community. A link to the Citizen Complaint form that is currently on CPSO’s webpage should also be included on the UPSOC webpage so that any person wishing to file a complaint is not dissuaded by the misconception that CPSO could ignore any complaint.

RECOMMENDATIONS

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

³⁶Relevant records would not include personnel files on CPSO members.

³⁷During this review, we learned that a member(s) of UPSOC distributed confidential information that was shared with the committee with individuals not associated with UPSOC. This was an egregious violation of protocol and one that the University must address to establish and maintain the credibility of the group.

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.

SECTION III – SPECIFIC OBSERVATIONS

PART I: PUBLIC SAFETY MANAGEMENT STUDY

ALTERNATIVES TO ARMED OFFICERS

INTRODUCTION

After conducting our research and analysis of best and promising practices in the delivery of campus safety services and thoughtful reflection on our work at PSU, we provide the following options for the University’s consideration. We note that our research of PSU’s peer institutions confirmed that most public institutions in the “Urban 21” peer group and other Oregon public 4-year institutions maintain a sworn and armed campus safety presence on their campuses.

SAFETY AND SECURITY MODELS AT SAMPLING OF URBAN 21 AND STATE OF OREGON PEERS							
University	Source of Authority	Jurisdiction	Sworn	Armed	Who Hires	Who Pays	Accredited
Portland State U. Campus Police/ Public Safety	Oregon Revised Statutes 161.015	“[T]he buildings and grounds on the Portland State University Campus”	Y	Y Police officers only	University	University	N
U. of Illinois, Chicago Police Department	Illinois law 110 ILCS 305/7	“counties wherein UIC and any of its branches or properties are Located... The primary areas of responsibility for the department are the UIC – Chicago Campus East and the UIC – Chicago Campus West.”	Y	Y	University	University	Y - state accredited - Illinois Law Enforcement Accreditation Program (ILEAP)
U. of Memphis Police Services	Tennessee Peace Officers Standards and Training Commission (POST)	Designated boundary	Y	Y	University	University	N
U. of Missouri, St. Louis	“authorized by state statute”	All campus property and designated adjacent areas	Y	Y	University	University	Y (CALEA)
Indiana U., Purdue	Indian Code 21-39-4	“any real property owned or occupied by the University, including the streets passing through and adjacent to such property”	Y	Y	University	University	N
Wayne State U., Detroit	Michigan Commission on Law Enforcement Standards	“both the main and medical center campuses as well as the surrounding neighborhoods”	Y	Y	University	University	N

SAFETY AND SECURITY MODELS AT SAMPLING OF URBAN 21 AND STATE OF OREGON PEERS							
University	Source of Authority	Jurisdiction	Sworn	Armed	Who Hires	Who Pays	Accredited
U. of Oregon	Oregon Revised Statutes 352.121	"The Eugene campus and on local university-controlled property"	Y	Y	University	University	N
Oregon State U.	Oregon Revised Statutes 181.030	Oregon State Police are contracted. Non-sworn officers supplement	Y	Y	Oregon State Police	Oregon State Police	N
Oregon Health and Science U.	Oregon Revised Statutes 353.125	"primary law enforcement resource for all emergency and non-emergency response for both the Marquam Hill and South Waterfront campuses"	Y	Y	University	University	N

The University also asked us to determine if other institutions of higher education had, in effect, disarmed their campus safety officers. Our research of publicly available information determined that very few institutions have disarmed their departments and that the circumstances leading to the decision differed significantly in every instance. We included one K-12 school in the Pacific Northwest that disarmed their security officers in lieu of City of Tacoma school resource officers.

INSTITUTION	LOCATION	CIRCUMSTANCES	DATE	SOURCES
University of Nebraska Kearney	Kearney, Nebraska	Campus security transitioned to arming in 1968. On November 23, 1969, an armed student had a physical confrontation with a campus officer. As the fight escalated, both the officer and the student fought for a gun, the gun went off and injured the officer. The officer shot the student, who died 2 hours later in the hospital.	Disarmed 1974, reinstated armed campus security in September 2018	University of Nebraska Kearney Undergraduate Journal , Star Herald
Gallaudet University (college for the deaf and hard of hearing)	Washington, D.C.	A student died of asphyxiation in a fight with campus officers. Four guards were brought to trial. 38 campus security guards were disarmed. No guns were ever fired on campus. Students protested to keep armed campus guards due to feeling they were highly vulnerable. As of today, the campus is not armed.	April 1992	Washington Post
Dean College	Franklin, MA	Dean College decided to eliminate campus police officers altogether and replace them with staff from a private security firm. The College now refers all incidents to Franklin police.	December 2015	Boston.com
Tacoma Public Schools, K-12 School System	Tacoma, WA	Tacoma School District disarmed nine security officers who previously carried handguns as part of their duties. The District now relies on Tacoma School Resource Officers for armed response.	March 2018	The News Tribune , American School & University
Cape Fear Community College	Wilmington, NC	Closed its police department after signing a contract with the New Hanover County Sheriff's Office to provide campus security.	May 2018	WETC News 6 , Star News Online

To be clear, as we concluded in the Executive Summary, we believe that Portland State **should retain** armed officers, albeit in a form different than the current model. Disarming CPSO officers would make PSU an outlier amongst its peers and would represent an abnormal step with respect to campus safety models in higher education. We highlight this fact not to suggest that Portland State is in any way obligated to comport to their peer’s practices. In fact, we acknowledge that many forum participants suggested that PSU should *strive* to be different than other institutions regarding the arming issue. While we agree that the University has an opportunity to lead in the area of campus policing innovation, it should acknowledge that having immediate access to its own armed officers is the standard amongst its peers and in the State of Oregon. Given this fact, it is likely that having armed officers will be viewed as the standard of care in any legal proceeding.

ALTERNATIVES

1. RETAIN SWORN OFFICERS, BUT DO NOT EQUIP THEM WITH LETHAL FORCE WEAPONS.

This alternative is essentially the “disarm PSU” option that would prohibit sworn officers from carrying lethal force tools, satisfying the desires of the majority of individuals who participated in the open forums and took the online anonymous survey.

“Disarming” CPSO officers may require bargaining with SEIU given selected provisions of the collective bargaining agreement. This bargaining, if successful, has the potential to lead to sworn officers resigning their positions at the University.

Regardless of the option selected, we continue to believe that the University needs significant investments in its campus safety office and physical security program. If the University selected this option, we recommend it adopt the recommendations regarding strategic planning, training, and campus engagement.

ADVANTAGES	DISADVANTAGES
Satisfies campus concerns about armed officers.	Officer safety.
Retain law enforcement authority for investigations and access to state and federal criminal justice databases.	Officers not equipped to respond to potentially violent situations and will rely on PPB for response and intervention.
Access to free/low cost law enforcement training. Officers would continue to attend DPSST police academy.	Difficulty recruiting and retaining qualified officers.
Authority to intervene in mental health crisis and pursue involuntary hospitalizations.	Potential collective bargaining agreement implications.

2. RETURN TO A DEPARTMENT STAFFED EXCLUSIVELY WITH NON-SWORN CAMPUS SAFETY OFFICERS.

In addition to satisfying the wishes of the majority of individuals who participated in the open forums and took the online anonymous survey, this option would be significantly less expensive. Regardless of the option selected, we continue to believe that the University needs significant investments in its campus safety office and physical security.

If PSU pursues this option, CPSO would lose its ability to respond to violent crimes in progress, and may be at risk when responding to other calls, specifically “suspicious” person or activity calls. Assuming the University would elect to revert to the *Special Campus Security Officer* designation (ORS 352.118), the officers would have specific authority that, in our view, dictates the same level of training in several areas, specifically those within the rubric of “21st Century Policing.” There are many other aspects of CPSO operations that would change, including access to criminal justice related information, ability to conduct criminal investigations, access to certain low cost/no cost training, and being an equal partner with local law enforcement agencies.

For all incidents that require a criminal investigation, subject to a renegotiated memorandum of understanding, the University would rely on PPB. In the case of calls where there is an indication of the known or suspected presence of a firearm, CPSO would need to summons assistance from PPB.

While this option may appear to have significant drawbacks, it would dramatically reduce the law enforcement specific training time required for CPSO officers, although, as we have stated elsewhere in this report, it does not eliminate the need for extensive training. The major obstacle with respect to training is access to training that is generally opened only to certified law enforcement professionals. Without access to this training, the University will need to either develop its own training (or collaborate with other Oregon institutions with non-sworn departments) or find the training on the open market. This training generally includes de-escalation and prevention of violence, cultural humility and competency, bias free policing, procedural justice, responding to a mental health crisis, responding to bias incidents, and alternatives to arrest. We want to be clear that such training is critical irrespective of the model chosen, and we confine our comment to funding this training through reduced costs for training of police-required training.

ADVANTAGES	DISADVANTAGES
Satisfies the desires of 52% of survey participants	Increased liability associated with reduced security protections afforded by campus police
Allows unarmed officers to focus training needs on community caretaking function	No internal response to violent crime (PSU dependent on PPB)
Recruiting efforts focused on the delivery of community caretaking services	Loss of access to free or low cost training provided to law enforcement officers only
Savings in salary and in training budgets	Inability to use involuntary mental health commitments for emergent situations
Somewhat de-militarizes the image and presence, depending on uniforms, less-lethal weapons, etc.	Inability to protect community members through arrests for minor offenses, i.e. minor assaults, etc. ³⁸
	Beyond narrow Special Campus Public Safety authority, officers are limited.
	PSU relinquishes oversight of law enforcement response to other minor issues such as: minor disturbances in classrooms, petty thefts, etc.
	Potential difficulty recruiting staff.
	Impacts on existing collective bargaining agreement.

³⁸This would be the case if the University did not pursue Special authority for campus officers available through Oregon law. If the University did not pursue this authority, 2017 ORS 133.225 restricts citizen arrest to crimes committed in the presence, much more restrictive arrest authority than a peace officer.

3. CONTRACT FOR PRIVATE SECURITY OFFICERS

Through our work with colleges and universities across the country, we are aware that several institutions contract with private security firms for campus safety services. There is significant diversity in the services institutions use from private security firms. These models span the spectrum of officers who are armed, unarmed, or a combination of armed and unarmed officers.

While this option may appear appealing, PSU would lose, to a significant degree, its ability to be involved in the recruitment, selection, training, and oversight of these officers. In addition, the security firm would manage all personnel issues related to the potential inappropriate or unprofessional conduct by these officers. Most importantly, PSU would also lose its ability to build and maintain a campus safety department that is reflective and responsive to the specific needs of the PSU community.

ADVANTAGES	DISADVANTAGES
Less expense (uniforms, insurance, etc.), although contracted police services may be more expensive	Contract officers generally do not have the same degree of loyalty to the institution
Less expensive if contracting unarmed security officers	Lower quality labor pool for contract guard services
Additional layer of protection in civil suits	Additional costs for guard and police contract service overhead
	Decreased ability for the management and oversight, discipline, training and operational control of officers
	Public relations issues around possible union reactions (both police and other PSU unions)
	Typically, contracted services have higher turnover than proprietary security forces
	Reduced liability normally achieved by contracting is less important as PSU has sovereign immunity
	Possibility that contract security would have less campus safety specific training than proprietary police officers or public safety officers
	Much of the civil liability would remain with PSU (i.e. negligent supervision, etc.)

4. CONTRACT FOR POLICE SERVICES WITH THE PORTLAND POLICE BUREAU, THE OREGON STATE POLICE, OR THE OREGON HEALTH AND SCIENCE UNIVERSITY (OHSU).

These are not viable options due to the reluctance and/or refusal of these agencies to provide police services to PSU. Even if the Portland Police Bureau were willing to provide police officers to patrol the PSU campus, the concerns about reduced response time and the police officers’ lack of familiarity with PSU’s geographic footprint, community members and campus culture may hinder their ability to effectively provide campus safety services to the PSU community.

5. MAINTAINING A CAMPUS POLICE DEPARTMENT WITH BOTH SWORN POLICE OFFICERS AND CAMPUS PUBLIC SAFETY OFFICERS. (THE HYBRID MODEL)

This is not a status quo option, but is a *hybrid model*, blending the existing armed officers with unarmed, and non-sworn staff. This option provides PSU with the greatest degree of control over officer recruitment, staffing, training, officer accountability, and overall management and oversight. A key to the long-term success of this approach is a strengthened oversight board, which we discussed throughout this report, and a staff mixture that reflects the reality that most calls for service on the PSU campus **do not** require an armed response.

This option requires a significant additional financial and human capital investment into the University’s campus safety program. We address these investments throughout this report and in the section entitled “Resource Implications.”

ADVANTAGES	DISADVANTAGES
Higher loyalty to PSU than contracted service	Budget will increase due to additional non-sworn staff
Higher quality labor pool	Public perception in the aftermath
Greater degree of management, operational control and oversight	Possible liability concerns when campus public safety officers are deployed to situations that should have required police officer involvement
Lower turnover	Community confusion over roles of police officers and campus public safety officers
CPSO ³⁹ increased range of services aligns with community expectations and expands “community caretaking capacity”	Expanded services require training that is outside the normal range of police or para-police training and thus may increase training costs
Access to free or low cost training	
Aligns with contemporary practices in higher education campus safety	
Less expensive than a fully sworn police department	
Satisfies the intent of the original implementation plan endorsed by the Board in 2015	
Increases CPSO’s mental health response capacity (see Operational Strategy section of this Report)	
Campus Public Safety Officers can cross train as dispatchers to increase staff flexibility and create enhanced job satisfaction	

MISSION AND STRATEGY

OBSERVATIONS

The CPSO is currently a semi-hybrid department composed of sworn and non-sworn members. The sworn officers have full law enforcement authority as authorized by Section 161.015 of the Oregon Revised Statutes. Non-sworn officers have Special Campus Safety Officer Authority under Section 133.235 of the Oregon Revised Statutes. The non-sworn officers respond to calls for service that do not initially indicate a need for the exercise of police authority. During our time on campus, we heard conflicting accounts of agreements made during the arming deliberations regarding the composition of the department post-

³⁹CPSO – Campus Public Safety Officer, is a PSU employed security officer who provides a broad range of services to the campus that include, for instance; unlocking doors

transition. It is our current impression that there were expectations that the department would remain a hybrid force with a near-equal distribution of sworn and non-sworn officers. This expectation did not materialize. In fact, it appears that the department has steadily moved away from hiring non-sworn officers in lieu of sworn members. We vehemently disagree with this move, as our review of the call for service data clearly dictates a greater need for non-sworn officers who are primarily responsible for performing community caretaking functions, as opposed to law enforcement duties. As we have indicated in earlier sections of this report, we are recommending the University commit the necessary resources to hire and train additional non-sworn officers to meet both the Board's original intentions and the expectations of the campus community. Based on our current understanding, we believe the department should consider a mix of no less than 50/50, with possible adjustments to this split based on ongoing analysis of appropriate metrics.

Because of the various safety and security needs of the nation's campuses, campus safety organizations must be flexible in adopting strategies that both create and maintain a reasonably safe campus environment *and* meet the expectations of the campus community. Fortunately, most college and university campuses are reasonably safe, eliminating the need for aggressive crime fighting strategies. The absence of high crime rates, however, does not negate the need for strategies that address the types of incidents that most concern campus members. A comprehensive strategy should include the following objectives: (1) high visibility patrol, especially in areas with high-density populations; (2) problem-solving and crime prevention; (3) community engagement; (4) partnerships with applicable departments and agencies, both on and off-campus; (5) organizational development and change; and (6) analysis, measurement, and evaluation.

Regardless of the strategy a department adopts, at the core there must be acknowledgment and recognition that the central outputs of campus safety include patrolling the campus, responding to calls for service, investigating crimes and other incidents, regulating traffic, safely managing crowds during protests and demonstrations, providing security services during campus events, and performing a variety of emergency medical and community caretaking functions. To meet its operational goals, a campus safety department must align its strategy with its central mission and core values, relevant metrics, and campus expectations and feedback.

CPSO's formal mission statement and values are outlined in its policy manual and on its website. The mission statement says "The Portland State University Campus Public Safety Office is committed to the mission of the University by providing professional and courteous law enforcement services to create a safe and healthy environment for learning, teaching and research." The value statement is, "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.”

While we are pleased that CPSO has a formally articulated mission statement, we believe the current statement too narrowly construes the department’s mission by focusing on “law enforcement services.” As stated above, a campus safety department’s mission should flow from campus expectations. The current mission statement does not reflect the depth or breadth of the department’s role and mission, nor does it reflect, in our view, campus values and expectations. In our opinion, the department should re-consider its mission statement during a campus-inclusive strategic planning process. This process should also include further clarification on the department’s values, which are, in our opinion, lost in the verbosity of the current values statement. In our professional opinion, the department’s core values should be rooted in the following concepts:

1. The preservation of life and reduction of harm;
2. Trust and procedural justice;
3. Community buy-in and sustained engagement with the campus community; and,
4. Rigorous, on-going, and evidence-based training and education.

Given the importance of role clarity and shared values in the PSU community, we were disappointed to learn that most department members were unaware of the mission statement and others could not remember the last time they had received any orientation to the department’s mission or values. Neither the mission nor values statements are posted in any visible location within the CPSO building. This was especially troubling given the background of the transition process that occurred just a few years ago. We expected that a recently-transitioned department would take extensive efforts to inculcate its mission, vision, and values into the department’s DNA.

We received feedback during several of our discussions with campus constituents and partners that they are unclear about the department’s primary role. Several students stated that they are completely in the dark about CPSO capabilities and services. It was apparent to us that the department had not invested the appropriate time and resources in strategic planning. In our experience, a strategic plan, with formalized goals and objectives, can help stabilize an organization, even in the midst of a crisis. Strategic planning, according to Dr. John Bryson (2018), is based on two premises: (1) leaders and managers of public and nonprofit organizations must be effective strategists if their organizations are to fulfill their mission, meet their mandates, satisfy their constituents, and create public value; and (2) leaders and managers are most likely to discern the way forward via a reasonably disciplined process of deliberation with others when the situation faced require more than technical fixes. Bryson also states “strategic planning at its best makes extensive use of analysis and synthesis in deliberative settings to help leaders and managers successfully address the major challenges that their organization faces.” We re-emphasize our support

for the immediate initiation of a strategic planning process, recognizing that staffing levels may well impact the department's ability to carry out even its most basic responsibilities.

It is also equally important to ensure that the department's strategic plan aligns with PSU's 2016 – 2020 strategic plan. For example, one of the goals outlined in that strategic plan, "Elevate Student Success through one of the initiatives: Explore and commit to measures that improve overall student wellness, safety, food and housing and other concerns that can become barriers to student success," directly links with the CPSO's primary mission.

Finally, we acknowledge that the outcomes of this assessment will impact the university's expectations of CPSO. Regardless what direction the university elects to move following the completion of this review, strategic planning and the strategic deployment of resources is nevertheless vital to CPSO's efficient and effective operations.

Survey respondents who provided comments about their feelings of safety on campus highlighted concerns about safety on campus at night and the lack of officer visibility. Given these concerns, CPSO should immediately shift from its current ad hoc patrol strategy to a more holistic approach centered on highly visible patrol of non-sworn officers, along with immediate access to armed officers. We believe the department should assign officers to specific areas of the campus based on information about crime, the fear of crime, and other concerning incidents.

THE PATH FORWARD

Based on our extensive research and reflection, and feedback we received during our time on campus, we believe the University should consider adopting the following campus safety model.

1. RETAIN ACCESS TO SWORN AND ARMED OFFICERS AS ORIGINALLY ENVISIONED BY THE BOARD RESOLUTION IN 2015.

Rationale – we support the Board's initial position regarding the benefits of having armed officers available to respond to violent and potentially violent situations. While we acknowledge that this approach does not align with a significant portion of the campus community, we are resolute in our belief that Portland State needs *immediate* access to its own armed officers who are familiar with the campus, are accountable to the University, understand campus culture and are able to intervene in situations that are potentially dangerous. In this approach, the armed officers would be primarily responsible for mobile patrol in CPSO patrol vehicles and will generally only respond to situations that necessitate a law enforcement response. Officers who are authorized to be armed would receive in-depth training in de-escalation; tactical threat assessment, and comprehensive tactics. We address training for these officers elsewhere in this report.

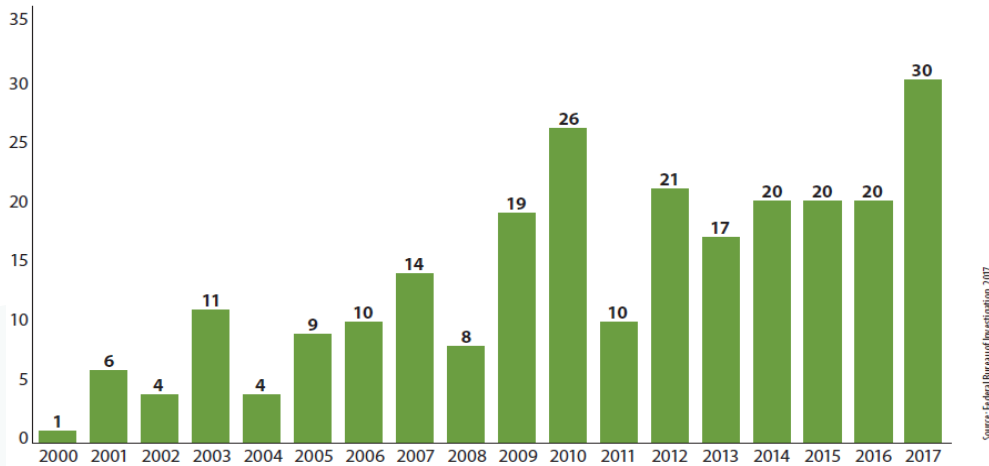
The information regarding crime and other violent situations the Board used in their decision about transitioning to armed officers has not fundamentally changed, especially with respect to violent incidents.

RISE OF ACTIVE SHOOTER INCIDENTS

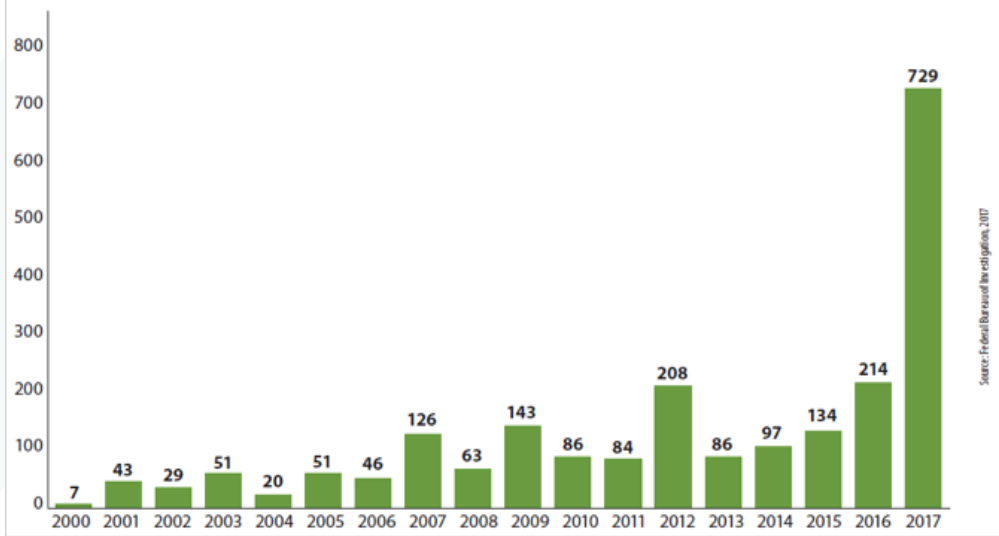
Since the time of the Board’s 2014/2015 deliberations, targeted violence incidents have risen, according the FBI Quick Look: 250 Active Shooter Incidents in the United States From 2000 – 2017.⁴⁰ A quite disturbing fact is the significant rise in the lethality associated with these incidents. In its *Quick Look* report, the FBI emphasizes the “swiftness” with which these incidents occur, providing additional support for why armed and trained officers who are familiar with the campus are vitally important during a rapidly unfolding targeted violence incident.

“Recognizing the increased active shooter threat and the swiftness with which active shooter incidents unfold, these study results support the importance of training and exercises— not only for law enforcement but also for citizens. It is important, too, that training and exercises include not only an understanding of the threats faced but also the risks and options available in active shooter incidents.”

Quick Look: 250 Active Shooter Incidents in the United States From 2000 - 2017
Incidents Per Year



Quick Look: 250 Active Shooter Incidents in the United States From 2000 - 2017
Casualties Per Year

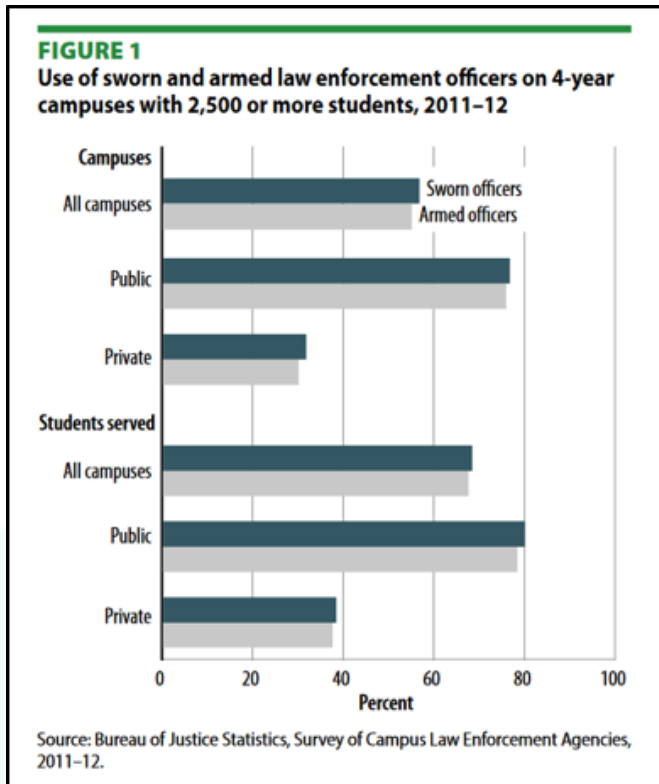


⁴⁰U.S. Department of Justice, FBI, *Quick Look: 250 Active Shooter Incidents in the United States From 2000 to 2017*, <https://www.fbi.gov/about/partnerships/office-of-partner-engagement/active-shooter-incidents-graphics>.

During our forums, participants stressed the need for additional University resources dedicated to providing mental health services to campus members, and for a robust behavioral threat assessment and management process. We support these calls for additional resources, and were quite impressed with the University’s threat assessment processes. However, we do not believe these initiatives are mutually exclusive. Having one does not negate the need for the other. No matter how sophisticated the University’s threat assessment processes are, and regardless of the low probability of an active shooter incident, the impact of such an event necessitates a University capability to respond to an active shooter.

Given the increase in targeted violence incidents, coupled with the fact that most of these incidents are over relatively quickly, institutions must consider how they can resolve a potential incident as quickly as possible, saving lives and ending the violence.⁴¹ Nearly all public institutions larger than 2,500 students (92%) have decided that having their own trained and appropriately equipped officers is one of the most reasonable measures to address the threat of a targeted violence situation. Of course, not all campus safety departments have made the same decision and have instead relied on a policy that requires them to

summons local police in potentially violent situations. (BJS p.1)⁴² While we acknowledge the law enforcement resources the Portland Police Bureau brings to a critical incident response on campus, we also recognize that many of these same responders would have limited knowledge and familiarity with campus, which could result in significant delays in their response. Given the research regarding the nature and duration of these types of incidents, institutions should assess whether it is reasonable to rely on a local police response for these types of campus incidents. We are adamant that the University needs an immediate armed response capability.



⁴¹Blair, J. Pete, and Schweitzer, Katherine W. (2014). A Study of Active Shooter Incidents 2001-2013. Texas State University and Federal Bureau of Investigations, Department of Justice, Washington, D.C. 2014

⁴²Campus Law Enforcement, 2011-12, (Washington, D.C.: Office of Justice Programs, Bureau of Justice Statistics, 2015) at <https://www.bjs.gov/content/pub/pdf/cle1112.pdf>.

HIGHLIGHTS

Among 4-year institutions enrolling 2,500 or more students, during the 2011-12 school year—

- About 75% of the campuses were using armed officers, compared to 68% during the 2004-05 school year.
- About 9 in 10 public campuses used sworn police officers (92%), compared to about 4 in 10 private campuses (38%).
- Most sworn campus police officers were authorized to use a sidearm (94%), chemical or pepper spray (94%), and a baton (93%).
- Most sworn campus police officers had arrest (86%) and patrol (81%) jurisdictions that extended beyond campus boundaries.
- About 7 in 10 campus law enforcement agencies had a memorandum of understanding or other formal written agreement with outside law enforcement agencies.
- Most campus law enforcement agencies serving 5,000 or more students had personnel designated to address general crime prevention (91%), rape prevention (86%), drug education (79%), alcohol education (78%), stalking (75%), victim assistance (72%), and intimate partner violence (69%).
- Compared to private campuses, a higher percentage of campus law enforcement agencies on public campuses met regularly with special interest groups, such as advocacy groups (64% public compared to 43% private), and groups seeking to prevent domestic violence (69% compared to 48%) or sexual violence (76% compared to 58%).
- Nearly all campuses had a mass notification system that used email, text messages, and other methods to alert and instruct students, faculty, and staff in emergency situations.

RATES OF VIOLENT CRIME AND OTHER DISTURBING INCIDENTS

While the Portland State community is fortunate that it is not besieged with a high rate of violent crime, it is nevertheless vulnerable to potentially violent incidents.

To further examine the more recent data impacting Portland State and its surrounding areas, we reviewed the reported crime summary data for PSU and PPB's Central Precinct for the years 2016-2018.

		PSU 2017 JAN 1. – SEPT. 30	PSU 2018 JAN 1. – SEPT. 30	PSU CHANGE YTD	CENTRAL PRECINCT CHANGE YTD	CITY OF PORTLAND CHANGE YTD
		PSU 2016	PSU 2017	PSU Change 2016 – 2017	Central Precinct Change 2016 – 2017	City of Portland Change 2016 – 2017
Person	Assault Offenses	61	62	↑ + 1.6%	↑ + 17.6%	↑ + 7.2%
	Homicide Offenses	0	1	--	↑ +350.0%	↑ + 43.8%
	Human Trafficking Offenses	0	0	--	No Change	↑ + 300.0%
	Kidnapping / Abduction	1	0	↓ - 100.0%	↑ + 116.7%	↑ + 17.5%
	Sex Offenses	3	10	↑ + 233.3%	↑ + 8.9%	↑ + 10.1%
	Sex Offenses, Non-forcible	0	0	--	↑ + 75.0%	↑ + 61.5%
	TOTAL PERSON OFFENSES	65	73	↑ + 1.6%	↑ + 17.6%	↑ + 7.2%
Property	Arson	5	3	↓ - 40.0%	↑ + 26.6%	↑ + 27.9%
	Bribery	0	0	--	--	--
	Burglary	42	61	↑ + 45.2%	↑ + 25.4%	↑ + 11.7%
	Counterfeiting / Forgery	4	4	No Change	↑ + 51.5%	↑ + 3.6%
	Embezzlement	1	0	↓ - 100.0%	↓ - 23.5%	↓ - 2.2%
	Extortion / Blackmail	0	2	--	No Change	No Change
	Fraud Offenses	38	39	↑ + 2.6%	↓ - 25.9%	↓ - 31.0%
	Larceny Offenses	381	444	↑ + 16.5%	↑ + 3.6%	↑ + 2.3%
	Motor Vehicle Theft	24	25	↑ + 4.2%	↑ + 27.0%	↑ + 41.4%
	Robbery	8	6	↓ - 25.0%	↑ + 3.4%	↑ + 4.5%
	Stolen Property Offenses	0	5	--	↓ - 32.3%	↓ - 28.6%
	Vandalism	143	160	↑ + 11.9%	↓ - 6.8%	↑ + 7.8%
	TOTAL PROPERTY OFFENSES	646	749	↑ + 16.5%	↑ + 3.6%	↑ + 2.3%
Society	Animal Cruelty Offenses	1	0	↓ - 100.0%	↓ - 7.7%	↓ - 37.1%
	Drug / Narcotic Offenses	18	31	↑ + 72.2%	↑ + 7.0%	↓ - 1.9%
	Gambling Offenses	0	0	--	--	--
	Pornography / Obscene Material	0	2	--	↓ - 62.5%	↓ - 14.3%
	Prostitution Offenses	0	1	--	↑ + 128.6%	↑ + 10.8%
	Weapon Law Violations	4	10	↑ + 150.0%	↓ - 5.3%	↓ - 16.0%
	TOTAL SOCIETY OFFENSES	23	44	↑ + 72.2%	↑ + 7.0%	↓ - 1.9%
ALL REPORTED OFFENSES	734	866	↑ + 16.5%	↑ + 3.6%	↑ + 2.3%	

	PSU 2016	PSU 2017	PSU Change 2016 - 2017	Central Precinct Change 2016 - 2017	City of Portland Change 2016 - 2017	
Person	Assault Offenses	42	47	↑ + 11.9%	↑ + 9.3%	↑ + 9.4%
	Homicide Offenses	0	0	--	No Change	No Change
	Human Trafficking Offenses	0	0	--	↓ - 100.0%	↓ - 66.7%
	Kidnapping / Abduction	0	2	--	↓ - 21.1%	↑ + 16.1%
	Sex Offenses	6	12	↑ + 100.0%	↑ + 7.4%	↑ + 10.8%
	Sex Offenses, Non-forcible	0	0	--	↓ - 66.7%	↓ - 31.3%
	TOTAL PERSON OFFENSES	48	61	↑ + 11.9%	↑ + 9.3%	↑ + 9.4%
Property	Arson	3	1	↓ - 66.7%	↓ - 43.7%	↓ - 15.1%
	Bribery	0	0	--	--	--
	Burglary	39	44	↑ + 12.8%	↓ - 7.3%	↑ + 1.6%
	Counterfeiting / Forgery	1	1	No Change	↓ - 9.0%	↓ - 6.0%
	Embezzlement	0	0	--	↑ + 85.7%	↑ + 31.1%
	Extortion / Blackmail	0	1	--	↑ + 500.0%	↑ + 58.3%
	Fraud Offenses	28	28	No Change	↑ + 38.7%	↑ + 35.3%
	Larceny Offenses	359	304	↓ - 15.3%	↓ - 5.0%	↓ - 0.4%
	Motor Vehicle Theft	20	16	↓ - 20.0%	↓ - 9.1%	↓ - 6.2%
	Robbery	3	10	↑ + 233.3%	↑ + 5.1%	↑ + 3.3%
	Stolen Property Offenses	4	0	↓ - 100.0%	↓ - 6.3%	↓ - 22.2%
	Vandalism	129	71	↓ - 45.0%	↓ - 2.9%	↓ - 0.2%
	TOTAL PROPERTY OFFENSES	586	476	↓ - 15.3%	↓ - 5.0%	↓ - 0.4%
Society	Animal Cruelty Offenses	0	0	--	↓ - 33.3%	↑ + 35.3%
	Drug / Narcotic Offenses	27	12	↓ - 55.6%	↑ + 5.7%	↑ + 7.2%
	Gambling Offenses	0	0	--	--	--
	Pornography / Obscene Material	2	0	↓ - 100.0%	↑ + 166.7%	↑ + 113.3%
	Prostitution Offenses	1	0	↓ - 100.0%	↓ - 72.5%	↓ - 11.2%
	Weapon Law Violations	6	3	↓ - 50.0%	↑ + 27.0%	↑ + 37.4%
	TOTAL SOCIETY OFFENSES	36	15	↓ - 55.6%	↑ + 5.7%	↑ + 7.2%
ALL REPORTED OFFENSES	670	52	↓ - 15.3%	↓ - 5.0%	↓ - 0.4%	

While the 2017 and 2018 data show an overall drop in *ALL REPORTED OFFENSES*, a closer look at the increase in reported assaults, robberies and burglary offenses in the PSU area is quite disturbing, given the potential for violence in these types of incidents. We believe this data further supports the need for an immediate armed response capability.

The data on reported crimes does not tell the complete story about potentially violent situations on the PSU campus and in the immediate area. We requested CPSO prepare a detailed summary of critical incidents over the past several years. This list, included below, outlines the types of incidents to which CPSO responds on a routine bases. In our professional opinion, this concerning data supports the need for immediate access to armed officers.

PSU CRITICAL INCIDENTS: 2017 - 2019			
Date	Incident	Location	Summary
Feb. 3, 2019	Assault – Stabbing on Streetcar	Off-Campus	CPSO responded to assist Portland Police with a reported stabbing. The incident occurred on board a Portland streetcar, somewhere near to the waterfront OHSU campus. CPSO was able to detain those involved in the Urban Plaza street car stop until Portland Police arrived to investigate. No students, staff or faculty were involved in or threatened by the incident and there was no significant impact to campus activities or access.
November 22, 2018	Welfare Check	Intersection of SW 6th Ave and SW Mill Street	CPSO officers responded to the area of SW 6th Ave and SW Mill Street to perform a welfare check on a subject yelling and running into the street. Officers contacted the subject and requested PPB for assistance. Officers used force to detain the individual while awaiting EMS for transport to a local hospital. The subject died while receiving treatment at the hospital. Portland Police Bureau Detectives assigned to the Homicide Detail responded to the conduct the investigation.
June 29, 2018	Officer-Involved Shooting	Cheerful Tortoise	CPSO officers observed a fight in progress involving multiple people at the corner of SW College and SW 6th Ave. During the incident, PSU officers discharged their weapons, resulting in the death of an individual involved in the incident. Portland Police Bureau Detectives assigned to the Homicide Detail responded to the conduct the investigation.
June 9, 2018	Robbery	Intersection of SW Montgomery and SW 10th Ave.	Student, a PSU student, reported that his backpack was forcefully taken from him near SW Montgomery/10th Ave after being hit in the head from behind by an unknown weapon. He believes he may have been knocked unconscious.
May 31, 2018	Robbery	Intersection of SW Broadway and SW Mill Street	CPSO responded to assist PPB to a report of an assault at SW Broadway and SW Mill. The victim, a non-affiliate, reported being assaulted by several males after attending an event at PSU. Victim stated that after the suspects beat him they took his cell phone.
May 25, 2018	Aggravated Assault	Intersection of SW Montgomery and SW 6th Ave.	CPSO officers responded to the area of SW 6th and SW Montgomery where at least three people had just been struck by vehicle that had driven onto the sidewalk. The vehicle fled the scene prior to CPSO and Portland Police arrival. Officers assisted the victims and with scene security. All victims were transported to a hospital with serious injuries. Portland Police Bureau later arrested the suspect in NE Portland.
May 1, 2018	Burglary	University Pointe Apartments	CPSO responded with Portland Police to University Pointe apartments for a male trying to break into a room on the 2nd floor. The suspect, a PSU student was detained in the lobby. It was later determined the suspect had gone into his ex-girlfriends room and caused significant damage to her bedroom. When asked to leave by the resident, the suspect told her, "I'll knock you the fuck out" and threw a vodka bottle at her. The suspect was arrested.
February 23, 2018	Robbery	University Place Hotel	CPSO responded to a robbery call at University Place involving a non-affiliate. The victim stated that an individual grabbed her clutch-style purse and cell phone. After a brief struggle, the suspect took the wallet and cell phone. As he fled, the cell phone was thrown to the floor. An area check for the suspect was conducted with negative results.
February 5, 2018	Robbery	University Pointe Apartments	CPSO responded with Portland Police to University Pointe apartments to investigate a Robbery with a knife. The victim, a non-affiliate, stated that two men known to him had come to his room to smoke marijuana. Upon arriving, one of the suspects produced a steak knife and ordered the victim to collect his marijuana and laptop and to follow them out of the building. The suspects then led victim out of the building to the surface lot behind Mak's Mini Mart. There, the two suspects got into a blue Chevy SUV with victims laptop and marijuana and left the area.

PSU CRITICAL INCIDENTS: 2017 - 2019			
Date	Incident	Location	Summary
January 16, 2018	Robbery	Academic Support Resource Center	CPSO responded to a reported robbery at the intersection of SW 6th and SW Montgomery. CPSO arrived and found a non-affiliate with his brother. The victim said he had been robbed at gunpoint by an acquaintance near the NW entrance to ASRC. The victim stated the suspect stole his phone, wallet, jacket, and watch.
December 28, 2017	Robbery; Drug Possession	Smith Memorial Student Center	CPSO responded to a disturbance on the second floor of Smith Memorial Student Center. CPSO arrested the non-affiliated suspect for Robbery, Intimidation, and Unlawful Possession of Meth after punching a non-student victim and taking his cell phone.
November 25, 2017	Robbery	Intersection of SW Mill and SW 10th Ave.	A non-affiliate called 911 to report he was robbed at SW 10th and Mill and that the suspects had guns and were still parked in the area of SW Park and SW Mill-Montgomery. CPSO and Portland Police conducted an area check with negative results. The investigation determined that the victim was buying cocaine from the suspect and was robbed for his money during the transaction. Portland Police was the primary agency for the investigation.
November 9, 2017	Aggravated Assault	Cheerful Tortoise	CPSO and Portland Police responded to a report of a fight outside the Cheerful tortoise. Dispatch updated the call that there was a stabbing at Cheerful Tortoise and the victim was outside University Pointe apartments. CPSO located the victim who was stabbed in his ear and cheek outside University Pointe. The victim is PSU Student who was transported to the hospital. CPSO and Portland Police contacted the suspect, non-student when he exited his University Pointe Apartment. Suspect was arrested.
November 7, 2017	Homicide	Intersection of SW Park and SW 10th Ave.	CPSO/Portland Police responded to the area of SW Montgomery, between SW Park and SW 10th for a report of Shots Fired. Upon arrival, officers located an individual who had deceased on the ground on the south side of the Vue Apartments. The suspects fled immediately after incident in a vehicle. Portland Police Bureau Detectives assigned to the Homicide Detail responded to the conduct the investigation.
October 10, 2017	Weapons Possession	Intersection of SW Mill and SW 10th Ave.	CPSO responded to a call of a drive-by shooting at the intersection of SW 10th and Mill. By the time officers arrived, all parties had left the scene. After interviewing witnesses, it was reported that a white vehicle hit a male who then drew a handgun and fired at it as it drove northbound on 10th. The male and at least two other males got in a red Mercedes with California plates and drove eastbound on Market. CPSO located a bullet casing from a .45 caliber handgun.
September 7, 2017	Robbery	Intersection of SW Park and Hall	A non-affiliate reported that he robbed at SW Park and Hall by three young males wearing white dust masks. Investigation indicated the robbery occurred north of SW Market St., in the Park Blocks. Victim sustained a head injury in the attack. Victim was transported to the hospital.
August 3, 2017	Aggravated Assault	Intersection of SW College and SW 4th Ave. (Lovejoy Fountain)	Portland Police Bureau and CPSO responded an assault at SW 4th and SW College with a male down and unconscious. CPSO located a male bleeding severely from his head on the west side of 4th Ave. The investigation revealed a sword was used on the victim during the attack. The sword was located in the water fountain at Lovejoy Park.
June 6, 2017	Burglary	Ondine Residence Hall	CPSO responded to a possible fight in Ondine Residence Hall. Upon arrival, CPSO determined that the victim's purse was stolen by an acquaintance of their roommate. The suspect is known and frequents University Pointe apartments. The victim disclosed the suspect is a known drug dealer. The investigation revealed the suspect forced his way into the room, assaulted the resident and her boyfriend then took the victim's' property. No injuries sustained.

2. ADOPT A STRATEGY THAT RELIES ON NON-SWORN OFFICERS FOR PRIMARY PATROL AND RESPONSE TO COMMUNITY CARETAKING AND SECURITY RELATED CALLS FOR SERVICE.

Rationale – this approach meets original Board expectations regarding the model it approved in the resolution authorizing sworn and armed officers. This approach also meets the expectations of the majority of respondents to the survey.

It is clear that campus members want highly trained officers who are able to engage with the campus community in a positive manner during non-enforcement oriented interactions, de-escalate potentially volatile situations, and who have tools, other than arrest, at their disposal to address the vast majority of issues for which they are called. In this re-envisioned model, all CPSO officers will receive the training to meet the campuses' expectations and be deployed in such a manner to address the concerns highlighted during the campus forums, in the survey, and through on-going dialogue with campus members.

We also recommend the University consider how it can “de-militarize” the officer’s uniforms without jeopardizing officer safety.

Finally, depending on the model the University elects to pursue, it will need to consider how to provide non-sworn security officers before it hires its own officers. The current cadre of non-sworn officers are insufficient to meet the security needs of the campus community. The only viable option would be to contract with a 3rd-party security officer provider.

3. DEPLOY CERTIFIED MENTAL HEALTH PROFESSIONALS WITH CPSO OFFICERS.

Rationale – this strategy is modeled on the current approach used in the Portland Police Bureau and other law enforcement agencies around the United States. See for example <https://www.portlandoregon.gov/police/62135> for information about Portland Police Bureau’s Behavioral Health Response Teams; <https://www.denverpost.com/2018/01/02/colorado-police-paired-with-behavioral-health-clinicians-mental-illness-drug-addiction/> regarding efforts in Denver, Colorado; and <http://www.houstoncit.org/wp-content/uploads/2017/07/MHD-2016-Annual-Report.pdf> for initiatives in Houston, Texas.

In this model, PSU would pair its non-sworn officers with trained mental health professionals. This unit who would serve as the primary response to calls for service where there are indications that the person involved is either suspected or known to be experiencing a mental health crisis or is under the influence of alcohol or other drugs. When this unit is not actively responding to calls for service, it will engage in outreach activities with a goal of referring individuals in need of assistance to the appropriate agency. These teams would work with the Portland State School of Social Work and other University departments to assure training, oversight, and liaison with public and private service agencies. A senior staff member in CPSO should manage this program.

4. DEVELOP A COMMUNITY LIAISON UNIT FOCUSED ON CAMPUS ENGAGEMENT AND CRIME PREVENTION AND SAFETY AWARENESS PROGRAMMING

Rationale – As we have mentioned throughout this report, there is no trust between CPSO and a significant portion of the campus community. In our professional opinion, this is the result of the 2015 decision to create an armed capacity within CPSO, the general tenor of relationships between law enforcement and communities, particularly members of disenfranchised groups, and the killing of Mr. Jason Washington. We believe the only way to mend this rift and build trust with the community is to engage in sustained dialogue and meaningful initiatives to restore trust and establish legitimacy. We recommend the University call on members of the faculty to assist with this initiative. Promises practices in arena include:

- Community conversations about race and police-community relations
- Regularly scheduled town hall style meetings
- Police and community working together to develop comprehensive violence prevention plans
- Citizen Police Academies
- Establishing success indicators to measure the progress of strategies to increase trust between law enforcement and the campus

Campus members consistently shared their opinions that they do not know what to do during critical incidents and that the University has not taken steps to provide this important information. The community liaison unit would assume responsibility for safety awareness programming and conducting facility security surveys and performing other crime prevention activities. This unit should be led by an individual who has a proven track record of community organizing and community policing practices.

Please see https://www.newhavenindependent.org/index.php/archives/entry/yale_police_story/ regarding the community relations unit at Yale University.

RECOMMENDATIONS

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 statutes. (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

OBSERVATIONS

CPSO is under the division of Finance and Administration led by a Vice President. The Director of Public Safety & Chief is charged with the overall leadership and management of the department. Our discussions with the CPSO staff (patrol personnel, dispatchers, and public safety personnel) revealed a group that, at its core, is dedicated to serving the university community. CPSO is budgeted for thirteen armed commissioned police officers, four full-time Public Safety officers, one Public Safety Supervisor (sergeant) and a Public Safety Manager (lieutenant) who supervises communications personnel and access control.

While it is impractical and inappropriate to suggest a specific organizational structure, titles or designations that universally apply to all campus safety agencies, several basic principles apply. Like any organization, campus safety departments should be organized to provide the necessary resources and capabilities to internal and external customers. Basic organizational principles, such as the following, apply:

- Organizing by function
- Ensuring unity of command and accountability
- Delineating responsibility
- Ensuring reporting systems that provide the information needed for effective management in a timely manner
- Delegating authority consistent with the agency's organizational values and mission
- Supervisory accountability

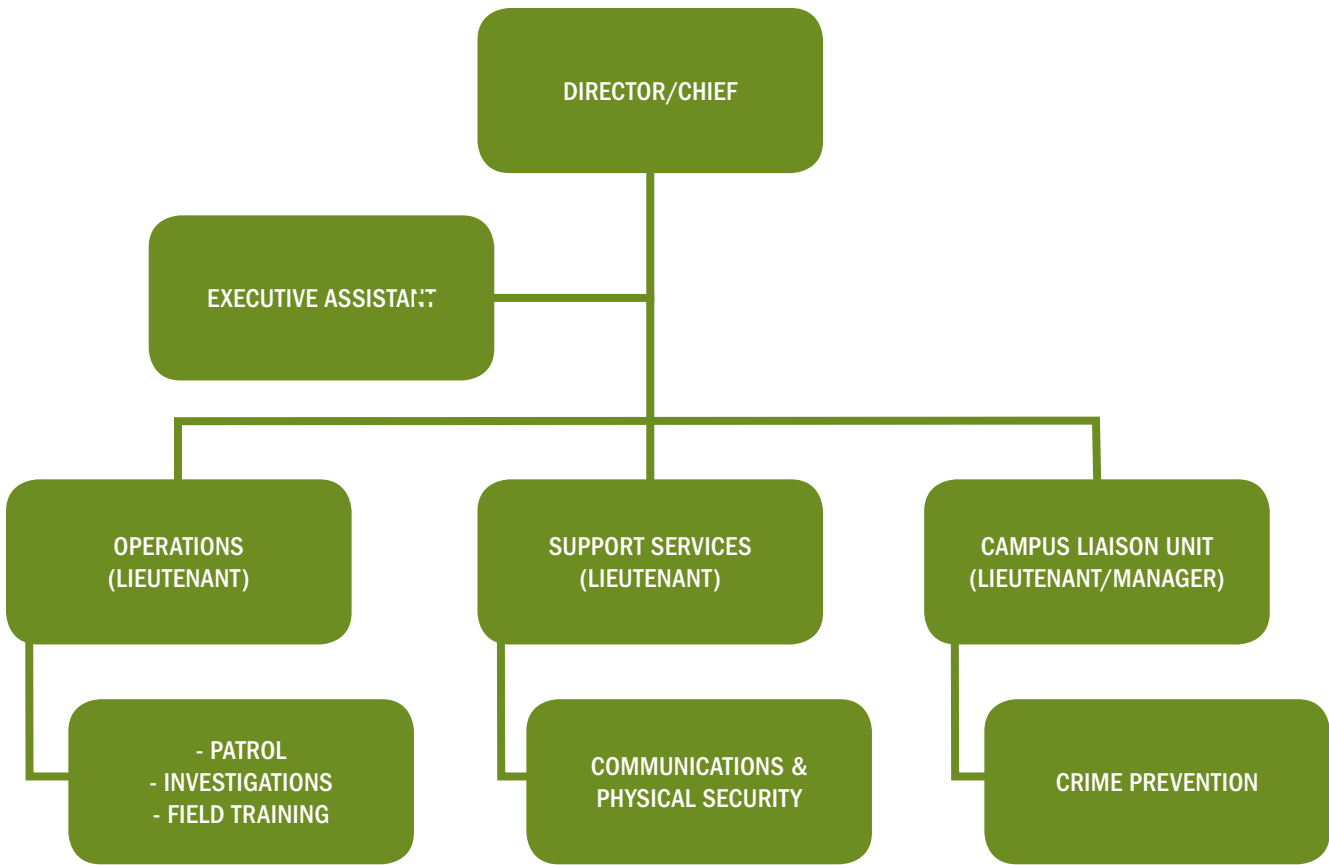
The management and administrative responsibilities of a campus safety organization are varied and complex and the organizational structure should acknowledge and support the management of these responsibilities. The organizational structure should ensure the appropriate levels of command, control, and oversight at all levels within the organization and ultimately facilitate the effective and efficient delivery of campus safety and security services. A well-defined organizational structure, including a formal chain of command and

leadership and management positions staffed with highly trained and skilled professionals, can enhance the delivery of campus safety services.

In our professional opinion, the current structure does not facilitate the level of accountability and management expected by the campus community or needed to ensure optimal organizational performance. Specifically, the department does not have appropriate positions for middle-level management and first line supervision. The current organizational structure has a provision for police lieutenant, however the position has been vacant since June 2018. There are three sergeant's positions, however one is currently vacant and the remaining two sergeant's report directly to the chief/director. The department is also authorized a non-sworn lieutenant's position, reporting directly to the director. Our review of the position descriptions for CPSO revealed that the police lieutenant is considered second in command of CPSO however, because the position has been vacant for some time, the department does not have middle management. This situation requires the chief to assume middle level management in addition to his leadership responsibilities.

Given the significant changes in CPSO operations envisioned by this report, we are recommending a complete overhaul of the organizational structure, beginning with the reclassification of the non-sworn supervisor positions. We believe it is important to create an integrated campus safety team consisting of both sworn and non-sworn positions, as opposed to treating the two classifications as separate structures. In this model, all officers, sworn and non-sworn, should report to designated managers, who, in our view, should be sworn sergeants, since they supervise sworn officers in addition to the non-sworn personnel. Additionally, we do not believe the department has the appropriate middle level positions to manage important functions such operations, community engagement, training, and other related administrative tasks.

The University should immediately fill the vacant lieutenant's position to reintroduce a layer of middle management. This position would assume responsibility for operational aspects of the department, such as patrol, investigations, and the field training program. We recommend the University create a second lieutenant's position to manage training, professional standards/internal affairs, recruitment and selection, and related administrative functions. The department should also consider reclassifying the non-sworn lieutenant's position to manager, and assign responsibility for overseeing the communications center, records, physical security program, equipment, etc. Finally, we believe it is appropriate to consider a third lieutenant's position to manage the campus liaison unit. These positions represent a net gain of four new positions.



Finally, with respect to overall department staffing, our staffing analysis determined that the department is significantly understaffed to meet the campus safety needs of the University. The report, provided under separate cover, determined a staffing deficient of approximately 20 frontline officers.

RECOMMENDATIONS

- 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

OBSERVATIONS

During our meetings with CPSO members, we were encouraged to learn that an overwhelming number of officers had a positive outlook on the overall services they are currently providing to the campus community. We were surprised to find officers so motivated given the challenges they experience, (i.e. perceived lack of support from the University's leadership team, protests related to the officer involved shooting, etc.).

It was clear to us that the single most pressing issue having a negative impact on the organizational climate stems from the killing of Mr. Jason Washington. We were surprised to learn that the department had not conducted a critical incident stress de-briefing for members to help them process the stress and trauma associated with this incident. In addition, the perceived lack of support from the University's leadership team, the student protests, along with the call to disarm the CPSO has led to officers feeling unsupported, unwelcomed, unappreciated, and in fear of losing their jobs. These perceptions have also led to several officers considering leaving PSU for other positions. We are concerned that this potential mass exodus will lead to the University being unable to adequately staff CPSO positions.

We have previously addressed the lack of strategic plan, but it is also a core issue in considering the organizational climate. As we discussed above, CPSO staff lack clarity on its mission and the department lacks a formal vision statement. This has resulted in CPSO members feeling confused about the direction of the department and how their department's services connect, in a meaningful way, to the University community. This lack of mission clarity, coupled with the impacts of the officer involved shooting, has led to an organizational climate that requires immediate attention.

In light of our concerns about the climate in the department, we recommended the University enlist the support of a licensed mental health professional who specializes in critical incident stress briefings, stress and trauma, peer-to-peer counseling and organization and individual resiliency. Our firm recommended the services of Mr. Sonny Provetto, a Licensed Clinical Social Worker who specializes in providing mental health services to emergency first responders. Mr. Provetto arrived on campus during week 3 of our site work and met with CPSO members. The work with CPSO members included:

- Tuesday, November 12, 2108 (Individual Meetings)
 - Assessment: Conducted individual interviews with officers and support staff.
 - One on one with officers and support staff addressing individual needs, strategies for coping, and identification of individual resources, internal and external support systems.
 - Stabilization and stress management techniques.
- Wednesday, November 13th, 2018 (Group Session)
 - Critical Incident Stress debriefing (CISD) and EMDR-EI Protocol.
 - Group process identifying thoughts, reactions, and beliefs.
 - Psycho-education and resources building.
 - Group processing of stress and trauma.
- Thursday, November 14th, 2018 (Resource Building)
 - Wrap up: Diffusing and CISD.

- Resources: List and identify local qualified mental health professionals.
- Meeting: How to move forward.

We were pleased that the majority of CPSO officers attended the group discussions. While we feel the group and individual meetings were productive, we continue to be concerned about the climate in the department. We feel strongly that an opportunity exists for CPSO leadership to develop and implement a comprehensive training and awareness programing that includes peer to peer counseling and support, stress management, mindfulness, and individual/organizational resiliency. PSU's human resources department should be involved in assessing on-going support.

RECOMMENDATIONS

18. Develop officer wellness policies regarding:
 - Employee Mental Wellness
 - Officer Involved Shooting Protocol
 - Peer Support Training and Development.⁴³
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

⁴³The International Association of Chiefs of Police provide resources in this area. Please see <https://www.theiacp.org/resources/officer-safety-and-wellness>

- 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

OBSERVATIONS

While well-written policies and procedures provide campus safety officers with general guidelines to govern their duties, training facilitates the accomplishment of these duties in manner that aligns with the department's mission and core values. Training is one of the most important responsibilities in a campus safety department and must fulfill legal requirements, department needs, and campus community expectations. Well-trained officers are generally better prepared to assess situations and act appropriately to rapidly unfolding critical incidents. Appropriately trained and oriented officers also tend to be more productive and efficient. Comprehensive training for campus safety officers is essential in a higher education environment where officers must understand the unique features of the institution's culture. Campus culture, student development, free speech ideals, diversity and inclusion goals, and the fact that the majority of campus members are young adults, all make campus policing fundamentally different than other types of policing. These dimensions of campus life dictate a higher level of training, and in areas not traditionally offered, for all officers.

In efforts to increase transparency in law enforcement, progressive departments now routinely publicize information about their training programs and consistently seek input from the campus community about training that meets community expectations. See for example <http://www.sjpd.org/cop/21st.html> for information related to San Jose Police Department's training to meet recommendations in the 21st Century Policing Final Report; <https://www.portlandoregon.gov/police/65833> for information related to the City of Portland Police Bureau training program; and https://safety-security.uchicago.edu/police/hiring_training/ for information on the University of Chicago Police Department training programs.

CPSO does not have a needs assessment based comprehensive training plan that addresses areas such as legislative changes, state mandated training, critical issues training, and department/university specific training. Without a training needs assessment, it is nearly impossible for the department to identify its training priorities. Because the department does not have a training priority list, each officer is able to select his/her

own training hours that are above the minimum state mandated annual requirements. This process created confusion during our review of state training records compared to CPSO training records. For example, while sworn officers completed on average 64 hours of training in 2018, there were only eight training topics that all officers completed. After multiple reviews of the training records, it was difficult to determine if all of the completed training was documented in both the state's and department's training database.

The first step in developing a robust training program is to design a critical task list for every position within the department. This task list should identify the requisite skills needed to perform each position. During our interviews with department members, many expressed a desire for more classroom and hands-on training and less reliance on on-line or virtual training. CPSO should work with campus safety stakeholders to develop these critical task lists and use them to guide the department's training program. Topics should include presentations on the history and mission, vision and goals of the Department, effective report writing, policies and procedures, ethics, use of technology, active shooter, mental health first aid or crisis intervention training, use of force policies, defense tactics, de-escalation training, Clery Act, Title IX and trauma-informed sexual assault and domestic violence investigations. While these courses may add two to four weeks to the new recruits' training, the opportunity to familiarize the officer with the campus and the collaboration with key stakeholders is consistent with other strategies to improve relations and foster trust. For example, the PPB requires its officers to undergo an additional 12 weeks of agency-specific training following completion of the State of Oregon Department of Public Safety Standards and Training (DPSST) basic academy. While we are not suggesting the need for an additional 12 weeks, we do believe that the complexity of campus policing requires additional training. This additional training and orientation to the campus community represents an additional opportunity for key stakeholders to meet new officers and discuss how CPSO and stakeholders collaborate on a wide range of issues. These stakeholders should include Student Life, Student Health and Counseling, Housing and Residence Life, Athletics, Global Diversity and Inclusion, University Communications, student government and leadership and other appropriate partners.

There are generally four types of training in campus safety agencies: initial training (also called recruit training); on-the-job training (field training); ongoing or in-service training (quarterly, semiannually, or annual); and specialized training.

STATISTICS

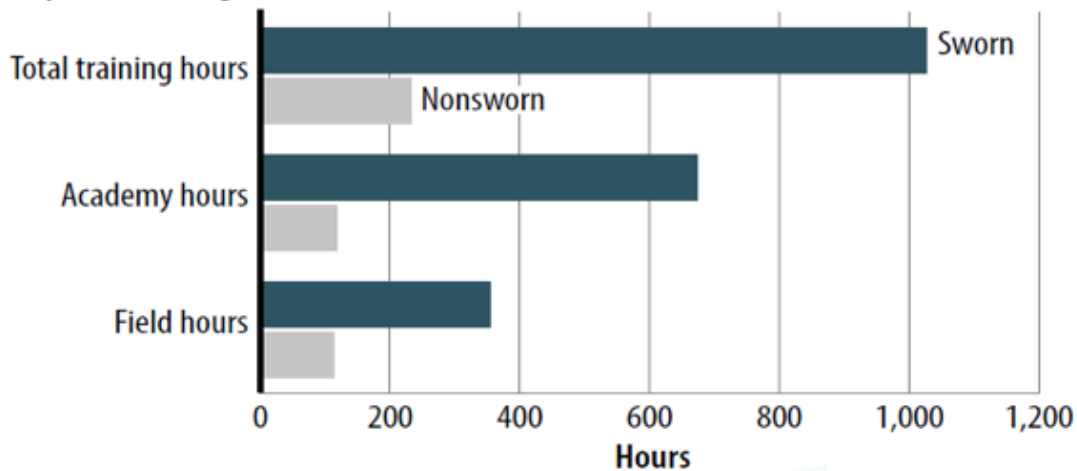
The Bureau of Justice Statistics (BJS), Special Report on Campus Law Enforcement, 2011 – 2012 (published January 2015), highlighted the amount of training in generally found in campus safety departments. According to the survey:

On average, sworn campus police officers were required to complete about 4 times the training as nonsworn officers prior to employment. There was also a significant difference in the amount of training required of new sworn officers compared to nonsworn officers. The average training requirement for entry-level sworn officers during 2011–12 was 1,027 hours, with approximately two-thirds of it in the classroom

and a third in the field. Non-sworn officers were required to complete an average of about 230 hours of training, which were split almost evenly between classroom and field training.⁴⁴

Average training requirements for entry-level officers in campus law enforcement agencies on 4-year campuses with 2,500 or more students, 2011–12

Required training hours



Source: Bureau of Justice Statistics, Survey of Campus Law Enforcement Agencies, 2011–12.

Our review of the department’s training confirmed that the training for the sworn officers exceeds the number of training hours reported in this survey, while training for the non-sworn officers falls short of the reported training hours.

The Presidential Task Force on Campus Safety Final Report recommended that PSU should “explore ways to ensure access to sworn officers who are an appropriately trained in campus policing and available on-site to the PSU campus community.” The December 2014 PSU Board resolution outlined the following general training areas for sworn officers:

- Cultural competency
- Unconscious bias
- Mental health issues and interacting with persons with disabilities
- Alternatives to the use of lethal force

The 2015 implementation plan outlined specific training requirements for the first four CPSO officers who transitioned to armed status. CPSO partnered with several on- and off-campus resources to facilitate this initial training. The first four officers completed this training and most of the sworn officers completed training in these specified areas within the first 18 months of their employment:

⁴⁴U.S. Department of Justice, Office of Justice Programs, *Bureau of Justice Statistics, Special Report*, January 2015; NCJ 248028: Campus Law Enforcement, 2011–12

- Tactical Communications and de-escalation
- Special Needs Training
- LGBTQ Awareness Training
- Mental Health and Crisis Intervention Training
- Initial Response to Sexual Assaults
- Taser Deployment and alternatives
- Ethics Training
- Conflict Resolution
- Oregon history on micro-aggression, unconscious bias, mindfulness
- Firearms safety, retention, marksmanship and qualification

This plan also outlined additional in-service training requirements that included:

- State and Federal law updates
- CPR/First Aid
- Firearms Qualification
- Use of Force
- Taser annual re-certification
- Policy updates (Lexipol)
- Annual Oregon Department of Public Safety Standards and Training (DPSST) in-service requirements

While we were generally pleased that the implementation plan included these important areas, we note that these topical areas are fundamental and are generally included in the in-service training program for most law enforcement agencies. In other words, these are minimum training requirements. These areas, while important, do not, in our opinion, provide the depth of knowledge needed to successfully serve the PSU campus community. Further, the implementation plan failed to require a process to ensure the training was occurring annually, as needed. Finally, it is clear to us that this training is insufficient to meet the expectations of the campus community. We believe the University will need to invest additional resources in training, including establishing a PSU-specific post-academy program for sworn officers (if retained) and a full training program for the non-sworn officers. The PSU community expects all of its officers to receive the best possible training and not simply meet minimum standards.

Our review of the department's training records maintained by the DPSST confirmed that all sworn CPSO officers have completed the initial and in-service required training. As noted above, most of these programs are technical in nature and do not include training related to the more complex issues that campus officers face. For example, based upon

the minimal training hours documented for use of force training (including firearms, Taser, and defensive tactics), the University should require CPSO to incorporate simulation-based training to enhance the decision-making for officers during potential use of force situations.⁴⁵ Our review of the training records for the non-sworn staff revealed that over the past three years, most officers have completed verbal de-escalation, cultural diversity, crisis response and communications training. It does not appear that the non-sworn officers have received formal CIT.

We believe there are several opportunities to enhance new hire, in-service, and specialized training for all department members. As noted from in the BJS study, there is a huge gap nationally regarding training for sworn and non-sworn members. We believe this is a troubling statistic given that departments generally dispatch non-sworn officers to a full range of incidents. We believe that all department members should receive training specifically related to their duties and responsibilities. For example, if the department dispatches non-sworn officers to calls involving a possible mental health crisis (as was the case on November 22, 2018), these officers should receive basic and advanced Crisis Intervention Training.

While we were pleased to find that CPSO has formally designated a training coordinator, we note this is an additional duty for a sergeant who has other responsibilities in the department. In our view, the department needs a near-fulltime training coordinator to manage the training program, including an annual in-service training plan. Our recommendations regarding CPSO's organizational structure will impact this recommendation.

Finally, it is important to note that several participants in the open forums and respondents to the survey mentioned their perception that CPSO sworn officers had not received adequate training. Setting aside our recommendations for enhancing training, we would like to emphasize that this popular narrative is simply inaccurate. As noted above, CPSO sworn officers have met, and in some cases exceeded, the training standards for sworn law enforcement officers established by DPSST. In our professional opinion, this false narrative serves to further undermine the credibility of the department and creates unnecessary obstacles to building trust with the campus community.

RECOMMENDATIONS

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;

⁴⁵<https://www.virtra.com/>

- 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

OBSERVATIONS

It is clear to us that the presence of armed officers on campus is highly offensive to some campus members, and that healing the wounds created by the sense of betrayal some harbor regarding the decision to arm CPSO and the killing of Mr. Jason Washington will require strategic, proactive, and sustainable engagement with the campus community.

In fact, we have a general impression that the University failed to acknowledge that there was considerable residual tension as a result of the transition to armed officers. Unfortunately, this failure resulted in a missed opportunity to re-envision CPSO's relationship with the campus community. The department does not currently have a plan for the level of engagement needed to repair relationships with the campus community or solidify relationships with members of the campus community that support having armed officers on campus.

CPSO has, instead, relied on ad-hoc or as-needed reactive interactions. During our interviews, many campus members expressed their desire for stronger, positive relationships with CPSO, in spite of the fact that some shared their opposition to interacting with CPSO in any manner because the officers are armed. Because the relationship between CPSO and many segments of the campus community is so severely damaged, CPSO faces significant obstacles in building the types of relationships needed to address the perspectives shared by some campus members. During several sessions with university staff and students, we heard of a situation where some students shared their discomfort with CPSO officers stopping into the Pan-African Commons to connect with students. Apparently, these students expressed their preference that officers not visit the Commons because of the way the officer's presence affected some students' sense of security. While we are quite aware of the state of relations between police and communities, especially communities comprised of traditionally underrepresented groups, we were surprised to hear such an admonition, underscoring the urgency for a strategic approach to build trust and establish legitimacy with the campus community.⁴⁶

The relationship between CPSO and some campus groups was already significantly damaged before CPSO officers killed Mr. Jason Washington during the incident on June 29, 2018. Mr. Washington's death at the hands of CPSO officers reignited the opposition against having armed officers on campus and further exposed the wounds created by the June 2015 decision to transition to an armed department. It appears to us that during the time between the June 2015 decision and Mr. Washington's death in June 2018, the University failed to take any substantive steps to address the divide created by the Board's decision. Given this context, the University should develop and implement an engagement plan that clarifies the University's and CPSO's commitment to contributing to the health, safety, and wellness of the Portland State and surrounding community. This initiative should involve strategic partnerships and focused engagements with both traditional and non-traditional groups. At a minimum, the initiative should include building transparency in all of the department's operations and the full implementation of procedural justice throughout the department. This plan should also prioritize opportunities for the university and CPSO to provide non-law enforcement services to vulnerable members of the community.

We believe such an initiative is essential regardless of the University's decision about the future of arming. Students, staff, and faculty, especially those administrative and academic departments that have appropriate background in the issues at hand, should be

⁴⁶Final Report of the President's Task Force on 21st Century Policing, May 2015, Recommendation 1.1. https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf

intimately involved in this initiative. In our view, the UPSOC should form a sub-committee to oversee this initiative.

CPSO is not currently resourced to implement the type of engagement needed to build and sustain meaningful relationships with the campus community. While some campus members expressed support for the Chief's thoughtful outreach to the campus community, we do not believe the incumbent has the capacity to, nor should he, lead day-to-day outreach activities. We believe it is important to note that many of the stakeholders we interviewed were not opposed to collaborating with CPSO around matters of mutual concern, provided they had voice in the co-production of these partnerships.⁴⁷ At a minimum, we believe the department needs three members dedicated to community engagement full time. The individuals assigned to this unit should have proven track records in community engagement, and should have both internal and external legitimacy. During our time on campus, campus members unanimously mentioned several CPSO officers who are widely known for being approachable, empathetic, and committed to engaging with campus members. For many we interviewed, the well-known CPSO members mentioned symbolized the guardian mentality desired by several community members.⁴⁸

There are plenty of examples of promising practices for successful campus safety-community interactions and even more for partnerships with traditionally underrepresented groups. Research shows this generation of students is more willing to be engaged than previous generations, so the key is to enhance the department's readiness to engage with students and then increase the actual engagement to support a vibrant and intellectual educational environment. Working with the University Studies Program⁴⁹, and academic departments like Criminal Justice, Urban Affairs or offices such as Student Affairs, and the Office of Institutional Research and Planning to develop valid measures of student and employee sense of security and to create feedback loops about safety and security concerns are logical starting points.

Campus safety agencies are in a unique place to bridge gaps between the police and the community, especially traditionally marginalized communities. Building and maintaining relationships with various campus groups (for example, BSU, LGBTQ (Q-Center⁵⁰), Latino Student Services (LSS), and Muslim Student Association PSU, to name only a few) adds instant value to the campus safety enterprise as the department enhances its credibility and reputation, and members of the various groups openly communicate with campus safety team members. These relationships may also improve the Department's operational efforts in areas like policy development, selection, and promotion processes, and crime and disorder identification.

We encourage CPSO to continue its collaborations and attendance at orientations, student receptions, and community events like the Special Olympics and the Farmers Market held year around on the campus of Portland State University. Services like lock-outs, vehicle assists, etc. are important "value added" services that also provide opportunities for non-commissioned Public Safety staff to interact with students in an informal and non-

⁴⁷ (Alford, 2002, 2009; Bovaird, 2007; Parks et al., 1981; Whitaker, 1980)

⁴⁸ Meares, Tracey L., Rightful Policing, New Perspectives in Policing Bulletin, Washington, D.C.: U.S. Department of Justice, National Institute of Justice, 2015

⁴⁹ <https://www.pdx.edu/unst/unst-introduction>

⁵⁰ <https://www.pdx.edu/queer/community-lgbtq-resources>

enforcement setting. While there are ample incidental opportunities for both commissioned and non-commissioned officers to interact with students and establish rapport, a forward-thinking CPSO should purposely create these opportunities⁵¹ including considering the use of public safety officers more broadly in its campus outreach efforts.

We found no training records that indicate formalized training in community oriented policing and/or crime prevention programming. While we realize that some members were formally police officers in other agencies, and likely received some training in this area several years ago, training around the tenants of community policing and crime prevention is perishable and should be required of all new employees and reinforced periodically at in-service training.

RECOMMENDATIONS

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

OBSERVATIONS

CPSO's policy manual contains consistent statements regarding the value of human life, and the realization of fair and equitable policing. The department's directives reflect an appropriate approach to responding to incidents involving individuals who may be experiencing a mental health crisis, use of force, and the department's code of ethics. We believe, however, that there are opportunities for CPSO to enhance their policies related to unbiased policing.

The department has a comprehensive Racial or Bias-Based Profiling Policy which prohibits racial or bias based profiling. This policy prohibits officers from considering only race or ethnicity, outside other legitimate factors to establish reasonable suspicion or probable cause to justify police action. This policy also defines supervisor responsibility,

⁵¹<http://www.journalgazette.net/news/local/20170908/brilliance-buggy-ready-to-quiz-ipfw-students>

in that supervisors are required to monitor those under their command for any behavior that may conflict with this policy. Supervisors are then required to handle any alleged or observed violation in accordance with the Personnel Complaints Policy.

The department also commits itself to the development of an annual review of all public concerns and complaints of bias-based policing. CPSO provides this report to the Public Safety Oversight Committee for their review. By policy, the department's training sergeant is responsible for providing unbiased policing training to department members. However, we found no information on how frequently department members receive this training or if it is included in the department's annual in-service training plan.

The department shows a strong commitment to properly identify, investigate and prevent hate crimes, in accordance with the FBI's Uniform Crime Reporting (UCR) system. The department also provides within the policy a comprehensive list of state statutes, considered for classification of a hate crime. While the department does express that additional crimes considered for a hate crime classification, it does not list these offenses to include murder, burglary, larceny, and vandalism of property pertaining to protected classes.

The department recognizes the importance of cultural competency in dealing with vulnerable individuals and expresses this value in policies dealing with criminal investigations, with a specific focus on investigations into the abuse of children and of at risk adults. However, we found no evidence in policy that mandated cultural competency training for CPSO members nor did we find that this type of training regularly incorporated into the department's annual in-service training programs.

The department's policy regarding dealing with individuals experiencing a mental health crisis places a strong value upon de-escalation of situations. These response protocols include guidelines for the recognition of persons suffering from mental illness or mental crisis, mitigation options, access to CIT trained officers, and how to access community resources. However, the policy does not reference new-hire or in-service training requirements for managing a mental health crisis.

During our post site visit analysis and review of CPSO training, we found the department is in the process of providing or has provided its officers with the following training:

CIT / MENTAL HEALTH ASSESSMENTS

- All officers receiving 40 hours of Crisis Intervention Training (CIT)
- In 2018, 5 hours of Crisis Response and Communications training, provided by an external instructor.
- In 2017, 3 hours of training on verbal de-escalation and communications, provided by in-house instructor.
- In 2015, 2 hours of training in mental health assessments provided by PSU Student Health and Counseling professionals as part of the arming implementation plan.

- Bi-weekly one hour session with PSU mental health professionals (Student Health and Counseling) to discuss recent mental health calls for service and/or events in metro area. (This session can be cancelled due to staffing or lack of events, but has been on-going since July 2015)

CULTURAL COMPETENCY

- In 2018, 2 hours of cultural competency training provided by the office of Global Diversity and Inclusion.
- In 2017, 2 hours of training in Micro Aggression, provided by an instructor from the City of Portland.
- In 2016, 4 hours of training provided by Queer Resource Center, Disability Resource Center and Women's Resource Center.
- In 2015, 4.5 hours of training on Cultural Diversity, Micro Aggressions, Historical Perspectives, provided by internal and external stakeholders as part of the arming implementation plan.

The Chief of CPSO informed us that in 2018, the department received one complaint of biased based policing against a department member. The Office of Global Diversity and Inclusion is currently investigating this complaint. In reviewing the CPSO website, community members can register a written complaint against a member of the department by completing the written complaint form. The form is downloadable and on the CPSO website at: <https://www.pdx.edu/cpso/citizen-complaint-form>. Those registering complaints can either mail or drop off the form at the CPSO office. We did not find nor were we made aware of any on-line or anonymous reporting mechanisms that allow community members to anonymously submit complaints.

RECOMMENDATIONS

36. Develop a plan for producing bias-free policing. See <https://fipolicing.com/> for additional information.⁵²
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.

⁵²We are aware that CPSO chief is a certified trainer in Fair and Impartial Policing and has provided this training to department members.

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

OBSERVATIONS

In our focused review of the CPSO written directives, we examined several elements including the basic details regarding the policy's enforceability and technical components, such as relevancy, currency, and the policy's alignment with contemporary standards. During the assessment, we discovered that PSU does have a policy manual that contains both department policy and departmental directives. This manual is well constructed, and includes date of issuance, and authority of approval.

In our contemporary standard, we cite prominent police liability consultant The Gallagher Westfall Group, who identified the 12 areas that may create significant liability for police or public safety agencies. The department's policy manual covers many of these areas, including Use of Force, Emergency Vehicle Operations, Standards of Conduct, Evidence Handling and Internal Affairs. The department provides access to the policy manual electronically, with hard copies available for officers to review as needed.

When examining policies and procedures, we look for specific policy elements. Some are routine details that are critical to the policy's enforceability, and others are larger processes that ensure policies are relevant and current. In reviewing the department's policy manual (dated 6/30/16), we noted that it contains the department's mission statement, code of ethics, and policies, including law enforcement role and authority, staffing guidelines, training philosophy, information protection, campus administration, and benefits.

During our detailed review of this policy manual, we compared existing policies to industry best practices, and identified several areas of potential enhancement. To address these potential gaps, we recommend the department develop a policy review committee to develop, issue, review, and revise new or existing policies. A senior member of the department should lead this committee and the committee should be comprised of a cross-representation of the department, including officers, first line supervisors and commanders, along with campus stakeholders such as student affairs, residential life, athletics, and facilities operations.

RECOMMENDATIONS

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

The following section summarizes our focused document review of the 12 critical areas:

OFF DUTY CONDUCT

OBSERVATIONS

The “Standards of Conduct” policy directly states that the department’s established standards of conduct apply to on-duty and off-duty status. Throughout the policy manual the department sets the expectations that members of the department behave in accordance with department policy, even while off duty.

RECOMMENDATIONS

- None

USE OF FORCE POLICIES

OBSERVATIONS

The CPSO policy demonstrates a strong acknowledgment of, and commitment to, the objective reasonableness standard of the 4th amendment. The Use of Force policy acknowledges the value and dignity of life and states its commitment to using the least amount of force necessary to accomplish legitimate law enforcement objectives.

By policy, the Sergeant is responsible for determining if an application of force is supported by departmental policy. Only if the Sergeant decides a use of force was not supported by policy does an administrative investigation occur. The policy does not require an administrative review, beyond that of the first line supervisor, regarding Uses of Force to determine whether policy, training, or equipment issues should be addressed. This in effect, denies the department the ability to learn potentially valuable lessons from these incidents. The expansion of the scope of these reviews would allow the department to evaluate positive and negative aspects of member performance, the effectiveness of equipment, and/or the effectiveness of departmental training.

The Portland State University Public Safety Oversight Committee has the discretion to review use of force incidents, as they deem appropriate. Annually, this body will review all adjudicated use of force reports. The policy does not state scope of this review. The Use of Force Policy also requires periodic training for all officers on the department’s Use of Force policy. However, supervisors do not receive any specialized use of force training that would assist them in evaluating the appropriate use and application of force by department members.

RECOMMENDATIONS

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

45. On an annual 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.

SEARCH/SEIZURE/ARREST

OBSERVATIONS

The department's policy regarding search and seizure demonstrates a strict observance of, and commitment to, federal and state law. The policy clearly defines legal requirements pertaining to warrants authorizing searches, as well as lawful exceptions to searches conducted without a warrant. The policy also defines required documentation to be completed by involved officers, as well as supervisor responsibilities pertaining to seizure and arrest.

RECOMMENDATIONS

- None

CARE, CUSTODY, CONTROL/RESTRAINT OF DETAINEES

OBSERVATIONS

All authorized personnel are required to receive training in the use of restraint devices. This includes the use of handcuffs; spit hoods, restraining belts, and leg restraints. Officers are allowed discretion in deciding the reasonable restraint method to employ, however several restrictions are noted, to include: age, sustained injuries, infirmities, circumstances leading to arrest, pregnancy etc.

Strong acknowledgment of medical issues and care of in-custody individuals is a common theme throughout this and related policies. The department requires constant audiovisual monitoring of those in custody, as well as safety (face to face) checks to occur every 15 minutes. While members are to inspect these holding areas prior to the area being used, there is a lack of administrative review and inspection of these areas, in keeping with best practices.

RECOMMENDATIONS

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.

DOMESTIC VIOLENCE

OBSERVATIONS

This policy includes very strong and well stated reporting expectations for all employees authorized to carry firearms. This expectation to report convictions of domestic violence extends to active and retired law enforcement. The department's policy manual also details investigative steps, and services provided to victim/survivors.

RECOMMENDATIONS

- None

PROPERTY AND EVIDENCE

OBSERVATIONS

The department's policy includes directives on proper procedures of handling both property and evidence, in line with best and promising practices. This allows for proper inventory accountability for all items that come into the department's possession. The policy also includes detailed instructions regarding the proper handling of hazardous or sensitive materials such as, narcotics, explosives, biological evidence, and proper packaging of such items. Chain of custody safeguards and procedures are detailed.

RECOMMENDATIONS

- None

SEXUAL HARASSMENT/ DISCRIMINATION

OBSERVATIONS

The department's policy states a commitment to creating and maintaining a work environment that is free of all forms of discriminatory harassment, including sexual harassment, or retaliation. The policy is careful to establish that all members of the department are to follow the intent of these stated guidelines, in a manner that reflects department policy, professional law enforcement standards, and the best interest of the department and its mission.

The policy established well defined reporting procedures and supervisor roles and responsibilities. The policy established internal investigative processes, and requires these investigations to be thorough, and accomplished in a prompt manner. Dual reporting of complaints of harassment and/or discrimination is encouraged to occur. This includes reporting not only through the department chain of command, but also to the Office of Equity and Compliance. The policy clearly states retaliatory behavior toward victims, and witnesses is strictly prohibited.

All members of the department receive a copy of this policy as a part of new employee onboarding. All members are also required to receive annual training on the requirements of this policy. This annual training also requires that members certify understanding of the policy and agree to abide by the conditions set forth in the policy.

RECOMMENDATIONS

- None

SELECTION/HIRING

OBSERVATIONS

The department describes a strong desire to adhere to non-discriminatory practices in selecting new members. The policy identifies protected classes. The department also describes a commitment to multiculturalism, and inclusiveness, consistent with providing services to a diverse and international campus community. The department acknowledges that success in achieving this goal must begin with recruitment.

The department includes community members in the selection and interview of candidates through the use of a community panel. This panel may include representatives from, Student Health and Counseling, Women's Resource Center, Queer Resource Center, The Dean of Students Office, and Multi-Cultural Centers.

A background investigation process is detailed, however the policy does not define the specific scope of such an investigation. Investigative steps including verification of references are in line with best practices.

Psychological and medical examinations are required, in line with best practices.

RECOMMENDATIONS

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

INTERNAL AFFAIRS

OBSERVATIONS

The department's Internal Affairs function is well defined. This policy meets best practices by mandating the investigation of all complaints, including anonymous complaints. The policy describes the investigative time limits. The policy also describes the proper documentation of all complaints received.

The department has a policy pertaining to Brady material disclosure, which establishes proper guidelines for the release of potentially exculpatory or impeachment information.

RECOMMENDATIONS

- None

SPECIAL OPERATIONS

OBSERVATIONS

The department has policies dealing with considerations pertaining to active shooters and hostage/barricade incidents. The active shooter policy is well defined and includes such considerations as establishing Contact Teams, Rescue Teams, clearing of impacted buildings, and establishing Incident Command.

The department policy regarding hostage/barricade incidents includes such considerations as opening lines of communication, utilizing approved negotiators, and establishing Incident Command. The department also has prepared an Emergency Operations Plan Manual that members are to use in the event of a major disaster or other emergency event. All members are to receive annual training on the details of this plan.

RECOMMENDATIONS

- None

DEALING WITH INDIVIDUALS IN PSYCHOLOGICAL CRISIS

OBSERVATIONS

The department's policy regarding dealing with persons in mental crisis, or suffering from mental illness, places a strong value upon de-escalation of situations in line with the departments overall philosophy. This policy provides guidelines for the recognition of persons suffering from mental illness or crisis, as well as strategies for assessing the overall risk to the subject, community, and involved officer(s). The policy also contains mitigation options, and describes how to access CIT trained officers and additional community resources. These elements are in line with best practices. The policy does not contain reference to entry level training of members in mental illness concerns, nor does it provide details on the department's in-service or refresher training related to managing a mental health crisis.

RECOMMENDATIONS

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.

We strongly encourage the department to pursue accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) or the International Association of Campus Law Enforcement Administrators (IACLEA). The benefits of the accreditation process include greater accountability of the organization, reducing risk of liability, and increasing community partnerships to address community and law enforcement challenges.

INTERNAL AFFAIRS AND PROFESSIONAL STANDARDS

OBSERVATIONS

We conducted a review of how CPSO processes for addressing complaints and employee misconduct allegations, including a review of the current policies and an assessment of their implementation. We also reviewed the extent to which the complaint process is well known among the University community members and how often they avail themselves of the complaint process.

Our review of the Internal Affairs process was somewhat limited by the fact that CPSO had no Internal Affairs matters being investigated at the time of our review. In fact, it was reported that CPSO has not had any matters requiring an Internal Affairs investigation since December 2017 when Chief Tanksley took over that position.

CPSO accepts complaints of department member misconduct in any form, including in writing, by email, in person or by telephone. However, according to Chief Tanksley, the Officer-Civilian Complaint form is used rarely, if at all. This form, which is linked to the Campus Public Safety Office webpage,⁵³ is a word document and would likely be more functional as a PDF form with fields that the user can complete. There also is no method to submit this form electronically, other than via email, although there is no dedicated email address listed on the CPSO webpage. Creating a method for the public to submit complaints electronically may lead to an increase in reports and an improved perception of CPSO's accountability.

The lack of use of the Officer-Civilian Complaint form is indicative of another concern raised during our review – that is, the University community is not familiar with the CPSO complaint options and/or process. CPSO should consider an University community outreach approach that explains the complaint process, the types of conduct that should or could be reported as well as how the department uses those reports to not only discipline members when appropriate but also to supplement and enhance their training. Such an approach provides opportunities to inform the University community about the many difficult circumstances CPSO members face in their interactions with the public and the reasons why officers respond the way they do in certain circumstances. Such an approach might also be helpful to internal partners, such as GDI, whose staff expressed some level of unfamiliarity with CPSO's Internal Affairs process.

One of the concerns raised during our review of the Internal Affairs process was the absence of files specific to past Internal Affairs investigations. That documentation was either kept in the member's Department File, which contains all performance documentation, or the member's personnel file, which was maintained by the Human Resources department. Chief Tanksley expressed frustration over the difficulty in locating the results of past Internal Affairs investigations due to this past practice.

The CPSO Policy Manual specifically states that Internal Affairs Files shall not be placed in the employee's Department File but is to be maintained in a separate Internal Affairs File.⁵⁴ Chief Tanksley is committed to adhering to this policy. Further, according to

⁵³ <https://www.pdx.edu/cpso/citizen-complaint-form>

⁵⁴ CPSO Policy Manual, 1026.6.1 (b) 2. "Investigative files relating to complaints or discipline shall not be placed in the employee's Department file, but will be separately maintained for the appropriate retention period in the Internal Affairs file."

the Policy, Internal Affairs files are to be “maintained under the exclusive control of the Lieutenant.”⁵⁵ However, CPSO currently has no one in this Lieutenant role. As noted above, we recommend not only that the vacant lieutenant position be filled but that a second lieutenant position be established to oversee internal investigations as well as training, recruitment and field training officers (FTO).

Filling the lieutenant positions would also help alleviate another concern that we received, the absence of any process to investigate a Sergeant, if needed. Without a Lieutenant, that responsibility would be left to Chief Tanksley, which is an unreasonable additional burden given his other responsibilities.

Current CPSO policy states that a Lieutenant will conduct the Administrative Investigation associated with an officer-involved shooting. However, as Chief Tanksley pointed out, if there had been a Lieutenant on staff at the time of the shooting of Jason Washington, that Lieutenant would have responded to the scene and taken an operational role in the situation. Such a role would create an apparent conflict in the Lieutenant’s subsequent investigation. The University should consider exploring a Memorandum of Understanding with the Portland Police Bureau, or another similarly experienced local law enforcement agency, to assist them in Administrative Investigations that arise from future CPSO use of force situations.⁵⁶

On a related note, any time a CPSO officer employs a level of force that falls under the Department’s Use of Force Policy,⁵⁷ CPSO will conduct an “after-action.” This process usually involves the officer notifying a supervisor by phone or radio as soon as possible after the use of force. The Chief is then notified shortly after by the supervisor. Chief Tanksley is confident that the CPSO members are notifying a supervisor during or after every use of force situation. However, it was reported that the documentation of this situations was inconsistent. CPSO members should be required to complete a use of force memo or similar documentation whenever they have to employ force as it is defined under the Policy.⁵⁸

An “after-action” requires a supervisor to write a memorandum including the date, time, and location of the incident, the officers involved and a short summary of the incident. The memorandum also includes an assessment by the use of force officer as to whether the officer’s actions conformed to policy. Lastly the memorandum includes a critique by the supervisor.

RECOMMENDATIONS

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 CPSO Policy Manual, 1026.6.2, Internal Affairs File.

⁵⁶ Chief Tanksley reported that in response to the shooting of Jason Washington he contacted the Oregon State Police to request they conducted an Administrative Investigation, however the Oregon State Police declined.

⁵⁷ CPSO Policy Manual, 300.1 through 300.8.

⁵⁸ CPSO Policy Manual, 300.1.1 Definitions. “Force – The application of physical techniques or tactics, chemical agents or weapons to another person. It is not a use of force when a person allows him/herself to be searched, escorted, handcuffed or restrained.”

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 memo every time force is used.

COORDINATION WITH EXTERNAL PARTNERS

OBSERVATIONS

In terms of relationships with local law enforcement agencies, we believe the university should pursue opportunities to capitalize on the resources available from the Portland Police Bureau (PPB). We say this in spite of a perspective shared by some during the open forums that PPB is not committed to fair and equitable policing. Quite the contrary, we found that leadership in PPB is dedicated to progressive policing and has implemented a number of innovative initiatives for improving the quality of policing in the city of Portland. For example, PPB has embraced the concept of coordinating law enforcement and mental health response to known or suspected mental illness and/or drug and alcohol addiction incidents. PPB has trained all of its officers in Crisis Intervention techniques and has joint police and licensed mental health professional patrol units responding to mental health crisis calls. Given the prevalence of CPSO calls for service related to houseless individuals and the survey results that highlighted concerns with the behavior of some houseless individuals, it is clear that the department should partner with PPB on an initiative to improve its response to these types of calls. In fact, we believe it is imperative for the university to consider implementing its own Behavioral Health Response Teams.

In addition to working with PPB, and other service agencies and academic departments at the university, on issues related to working with the houseless individuals and individuals experiencing a mental health crisis, the university should consider a closer training relationships with PPB. The PPB Training Division offers training on a wide range of contemporary issues impacting law enforcement.

Finally, we assessed the Portland State University Campus Public Safety Memorandum of Understanding (MOU) with the Portland Police Bureau. The agreement serves as an operational framework for cooperative public safety efforts. We note that the agreement we reviewed was last updated in 2016 and was signed by the former Campus Public Safety Director. We also note that the agreement was signed by the Precinct Commander of the Portland Police Bureau. In our professional opinion, an MOU or comparable agreement serving as an operational framework between the two departments should be signed by the chief law enforcement officer of Portland State University and the Chief of the Portland Police Bureau.

RECOMMENDATIONS

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

OBSERVATIONS

During the open forums and interviews with campus members, campus members shared their experiences of being harassed with racist, homophobic, misogynistic, and sexist statements. Unfortunately, these experiences do not appear to be limited situations, as we heard accounts of this type of harassment during multiple sessions. We are equally concerned that participants expressed their perceptions that the discrimination/harassment policy and procedures are not well-known across campus.

The PSU strategic plan includes the University's goals with respect to discrimination:

We commit to equity as a foundation of PSU's excellence. We define equity as ensuring everyone has access to opportunities necessary to satisfy essential needs, advance their well-being, and achieve their full potential. Our aim is to address the roots of inequities, including but not limited to racism, homophobia, sexism, ableism, classism, and the intersections of these inequities (Let Knowledge Serve the City: Strategic Plan 2016-2020).

Based on our review of publicly available information, we believe the material is very thin and does not correspond to the statement above. The policy is bare-bones and

does not provide much information about what types of discrimination or harassment are addressed, and the policy stops after providing basic definitions. There is a link to information about the response team, but there is no additional information about what happens after a report is made, how the bias will be addressed, or what one can expect by engaging in the process.

Furthermore, the policy does not make a single reference to sexual assault or sexual misconduct, though it does cover sexual harassment (which should include other forms of sexual misconduct).

The student code of conduct provides better definitions related to sexual misconduct (including defining the terms “effective consent,” “incapacitation,” “non-consensual sexual contact,” “non-consensual sexual intercourse,” “stalking,” and “sexual exploitation,” but these definitions should likely also be included in the discrimination/harassment policy in order to include faculty and staff conduct as well as to ensure that these prohibited forms of conduct remain connected to the protected status policy, as that is the legal construct that contains Title IX work.

The advocacy/support resources for sexual assault cases seem well constructed. Similarly, the accommodations provided to students who experience sexual assault seem thorough and complete.

The bias response team webpage has a bit more information about the definitions of bias and hate crimes, but again does not provide much information about what happens after one files a report. Enriching this material, with community input, is necessary. As it stands this material does not provide sufficient information about prohibited bias, bias reporting, bias response, and related resources and options.

RECOMMENDATIONS

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

OBSERVATIONS

Title IX of the Education Amendments of 1972 prohibits discrimination based on sex in education programs and activities that receive federal financial assistance and *requires schools to take steps to prevent and remedy sexual harassment, including sexual violence, and gender-based harassment. Title IX also prohibits retaliation against an individual for exercising any rights under Title IX.*⁵⁹

*Schools are obligated under Title IX to adopt and publish grievance procedures providing for the prompt and equitable resolution of student and employee complaints of prohibited discrimination.*⁶⁰ Schools are also required to appoint a Title IX Coordinator to help ensure their compliance with Title IX and to notify all students and employees of the Title IX Coordinator's name or title, office address, telephone number and email address. Contemporary standards of Title IX compliance also call for schools to establish and publish multiple methods for students, faculty and staff to report instances of prohibited discrimination and that the methods include ways for a reporting individual to initiate official action or to seek assistance confidentially.

In enforcing the requirements of Title IX, a school's investigation and disciplinary proceedings should provide both parties equitable opportunities, including the opportunity to receive a written notice of and participate in an investigation; to be accompanied by an advisor of their choice to any meeting; to timely and equal access to the information that will be used in disciplinary proceedings; to timely notice of meetings at which their presence will be requested or required; to simultaneous written notice of the outcome, sanction, and rationale of the disciplinary proceedings; and to appeal the outcome.

In our high-level review of Portland State University's approach to Title IX compliance, we reviewed the University's Prohibited Discrimination & Harassment Policy, which prohibits discrimination based on a protected class characteristic and applies to all students, faculty, staff and all other University community members and third parties doing business with or applying for admission to or employment with the University. We also reviewed the Code of Student Conduct and Responsibility which prohibits many different types of conduct, including different forms of interpersonal violence and sexual misconduct, and applies only to students.

Both the Policy and the Code provide the parties with equal opportunities regarding notice of the investigation and outcome, the ability to present witnesses, documents and other information⁶¹ and to participate in any hearings or other proceedings. Both policies also contain prohibitions against retaliation.

However, both the Policy and the Code are lacking certain standard provisions that are consistent with current best practices in the area of Title IX compliance. The Prohibited

⁵⁹<https://www2.ed.gov/policy/rights/guid/ocr/sexoverview.html>

⁶⁰U.S. Department of Education, Office for Civil Rights, *Title IX Resource Guide* (Apr. 2015).

⁶¹Certain aspects of contemporary Title IX disciplinary proceedings, including a preponderance of the evidence standard and an opportunity to cross-examination, are not addressed in this report due to the fact that the Department of Education recently proposed changes to the Title IX regulations that may change the procedures that most schools use to investigate and adjudicate reports of sex discrimination.

Discrimination & Harassment Policy does not provide for the parties to receive notice of an investigation and does not include an allocation for the parties to be supported by an advisor. Further, along with its definitions of discrimination, discriminatory harassment, and sexual harassment, the Prohibited Discrimination & Harassment Policy should include a separate definition of gender-based harassment. Perhaps most importantly, the Policy should include references to and prohibitions against the sexual misconduct provisions of the Code of Student Conduct and Responsibility. As the Policy currently stands, there is no provision prohibiting sexual misconduct beyond sexual harassment by faculty, staff or other University employees.

The Code of Student Conduct and Responsibility does not provide for an advisor for Complainants in any conduct case, including sexual misconduct cases. An advisor for both parties is especially important to help guide the parties through the disciplinary process given that the Senior Conduct Officer is permitted to choose between the option of hearing the case herself or sending it to the Student Conduct Committee.

The Code's current interim actions provision only allows the University to take action during the pendency of an investigation and/or disciplinary proceedings when such actions "protect the integrity of the investigation and prevent the recurrence of the alleged code violation." This provision should be strengthened to allow for necessary steps to be taken to ensure the safety of the campus and/or any of the parties or witnesses to the investigation.

Portland State University delineates its enforcement of Title IX between Global Diversity and Inclusion, which enforces Title IX against faculty, staff, volunteers or non-student University community members, and the Office of the Dean of Student Life, which enforces Title IX against students. Julie Caron is the Associate Vice President for Global Diversity and Inclusion as well as the Title IX Coordinator. The Prohibited Discrimination & Harassment Policy, which was last revised in March 2013, has the former Title IX Coordinator's contact information and the Code of Student Conduct and Responsibility has no reference to the Title IX Coordinator, let alone her contact information. On Portland State University's website, Ms. Carron's name and contact information is posted on the "Title IX" page, although it does not include her office address and is not very prominently displayed. Further, contemporary standards are for the Title IX Coordinator's name and contact information to be included on any other webpages that address the University's response to sexual or relationship violence and Portland State University's webpages on "Sexual Misconduct Response" and "Sexual and Relationship Violence" have no mention of Ms. Caron or her contact information.

More positively, the website is a rich source of information, including a link to a helpful resources handout⁶² that clearly lists both the available reporting options and the services and resources students can access, without making a report, in response to any sexual misconduct.

The University has a strong contingent of Confidential Advocates, staff members who are trained in the dynamics of sexual and relationship violence and provide students with

⁶²<https://www.pdx.edu/wrc/sites/www.pdx.edu/wrc/files/PrintableSA-IPVResourceHandout.pdf>

support in the University's response to sexual and relationship violence. These Advocates' ability to maintain the confidentiality of information they receive stems from a recent change in Oregon law⁶³ that essentially removed these Advocates from the definition of "responsible employees" under Title IX.

Our review found there exists a good working relationship between the CPSO and the various Title IX stakeholders. When an individual calls the Confidential Advocates to report sexual assault or misconduct, and the report is close in time to the alleged incident, or the situation warrants a call to "Call to Safety,"⁶⁴ the City of Portland's 24/7 crisis line, the Confidential Advocate will respond to the situation with a CPSO Officer. The Women's Resource Center, the primary source of the Confidential Advocates, recently coordinated with CPSO to establish a "triage system" that has improved the response of Confidential Advocates to after-hours sexual misconduct reports.

CPSO Detective Matthew Horton is a dedicated interpersonal violence and sex crimes investigator. Dana Walton-Macaulay, the Assistant Dean of Student Life and Director of Student Conduct, is the person responsible for investigating all of the complaints made under the Student Code of Conduct. She reported a positive working relationship with Det. Horton. They coordinate their efforts with Det. Horton often sitting in on interviews of Complaints who have expressed a desire to have law enforcement involved in their matter.

The University has a Title IX working group, referred to alternatively as the Bias Response Team or the "Key Campus-Wide Stakeholders."⁶⁵ This group, which includes Det. Horton, meets periodically to look at broader, systemic issues involving Title IX and related areas and to oversee any changes or implementations from a 2016 sexual misconduct campus climate survey.

During our review, we observed that, despite the similarities in the nature of the investigations and the fact that some Respondents are both students and employees of the University, there is little interaction and sharing of resources between Global Diversity and Inclusion and the Office of the Dean of Student Life. Both the Prohibited Discrimination & Harassment Policy and the Code of Student Conduct and Responsibility are silent regarding the situations in which the person accused of sexual misconduct is both a student and an employee of the University. In practice, Julie Caron determines whether such complaints are handled by Global Diversity and Inclusion or the Office of the Dean of Student Life, depending on whether the person was acting in their role as a student or an employee at the time of the alleged misconduct. The University should consider documenting this practice in either the Policy or the Code, and include the factor(s) that are used to determine under which set of procedures the matter will be handled.

Finally, given the volume of student conduct cases investigated and adjudicated by Dana Walton-Macaulay, the Office of the Dean of Student Life could use additional resources. While it is reported that they are close to hiring another investigator, the University should also 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.

⁶³ Oregon Annotated Statutes, ORS §409.273 Funding of sexual assault crisis centers and crisis lines; rulemaking.

⁶⁴ Formerly the Portland Women's Crisis Line.

⁶⁵ <https://www.pdx.edu/diversity/key-campus-wide-stakeholders>

The University administered its first sexual misconduct campus climate survey during the spring 2016 term (“2016 survey”).⁶⁶ According to the survey results, less than 25% of students were aware of the services offered by the University’s Confidential Advocates with significantly more students aware of the services of The Center for Student Health and Counseling (medical and mental health counseling) and Student Legal Services (legal counseling) than of the Confidential Advocates.

The survey also revealed that less than 25% of students were aware of the “Reporting Options” website. Also, while the amount of information on this website is a strength, the distinctions between complaints against students and complaints against faculty, staff or employees makes the website unwieldy and could create confusion in someone using the site. For example, when navigating from the Sexual Misconduct Response website,⁶⁷ a user is required to navigate through four different sites to file a complaint against a faculty or staff member and three different sites to file a complaint against a student. Further, the formatting on each of the sites is different and makes the link to begin the complaint process not easily distinguishable from the rest of the information on the respective site. This could prove especially problematic in a scenario where an individual wishes to file a complaint against a University student who is also an employee, a distinction that is not uncommon at Portland State University.

The University recently created an on-line learning module referred to as the Safe Campus Module⁶⁸ in an effort to raise awareness among the students of the dynamics of gender discrimination, sexual harassment, sexual misconduct and sexual assault and the different resources available to both combat and respond to instances of such conduct. Despite the fact that all students are required to complete the module and that, according to the 2016 survey, over 70% of the students knew of the module, only 35% had actually completed it. This could be due to the fact that there are no repercussions for students who do not complete the module.

Illuminate is an interpersonal violence prevention program housed in The Center for Student Health and Counseling. Part of the program is a bystander intervention training that each new student (first-years and transfer students) are required to attend. However, similar to the Safe Campus Module, there are not consequences imposed on students who do not attend this training.

RECOMMENDATIONS

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*.

⁶⁶The results of the survey were released in April 2017 along with a report titled “2016 Sexual Misconduct Campus Climate Survey Report.” According to the Report, survey invitations were sent to 12,556 undergraduate and graduate student and 2370 (19%) response were received. https://www.pdx.edu/diversity/sites/www.pdx.edu/diversity/files/campusclimatesurvey%20final%20report_2.pdf

⁶⁷<https://www.pdx.edu/sexual-assault/get-help>

⁶⁸<https://www.pdx.edu/sexual-assault/safe-campus-module#is%20the%20module%20mandatory?>

- 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

OBSERVATIONS

Public safety facilities, commonly referred to as "headquarters," are critical to the administrative and operational functions of a campus safety department. They are not only "the office" for campus safety employees, they are also where community members go for information and assistance. The facility, therefore, that does not meet contemporary standards "often impair staff efficiency and morale, occupant safety, policing effectiveness and public perception of the department."⁶⁹

With this in mind, we believe the current CPSO facility misses the mark in many ways. Because of this, we believe the facility presents several challenges to both the administrative and operational functions of the agency and that PSU will eventually have to invest resources to address these short comings.

⁶⁹Bradley, James, et al. Police Facility Planning Guidelines. International Association of Chiefs of Police, Alexandria Va.

The CPSO facility is located at 633 SW Montgomery St. The building also houses private entities that lease space in the building. This presents both security and operational concerns. First, since the main hub of CPSO is not large enough to house all needs, the non-supervisory employees' locker rooms and ammunition storage closet are in lower level space, which is separate from the main work area and often unoccupied. Anyone needing to go the lower level space must leave the hub of CPSO and enter a public hallway to gain access to the down stairwell. While all entrances to CPSO space have electronic access control and security cameras, the hallway in between the main hub and lower level locker rooms is open to anyone in the building. This presents a vulnerability where someone could confront a CPSO employee traversing between the locker rooms/ammunition closet and the main work space. CPSO employees have some expectation of safety in their workplace and it should provide an area where they can relax and not be at the same level of alertness as they are in the field. Entering an unsecured area within the facility is contrary to this need for staff to have a "safer space." To help mitigate concerns in this area, we recommend the installation of a camera in the public hallway.

Additionally, the lower level space has two glass doors that open to an outdoor public concrete portico. These doors provide a view from the outside of CPSO staff entering locker space, as well as the ammunition closet. To increase security in this area, we recommend the installation of window tint on the glass to impair the view from the outside and the installation of shatter proof film.

Since CPSO is not the sole occupant of the building, and the lower level space is often unoccupied throughout the day, we recommend that ammunition be stored in a secure place in the main hub. If this is not possible we recommend the installation of the following security enhancements on the ammunition storage room:

- A security camera monitoring the ammunition storage area.
- Electronic access control on the ammunition storage door, in addition to the current keyed lock, to monitor who accesses the closet and;
- A door forced/held open alarm that reports to dispatch.

The locker room designated for sergeants and lieutenants is located within the central hub, however it is essentially a medium sized restroom with open lockers. There is no barrier between the commode and lockers for privacy or hygiene, and there is no shower. While the lower level location of the locker room presents security challenges, it does contain separate showers and commodes. As such, we believe the sergeant's and lieutenant's lockers should be in the lower level locker room.

Next, while the CPSO facility has a "quiet room" to interview victims and witnesses, there is no appropriate space to interview suspects. Current practice is that officers conduct suspect interviews either in the field or a patrol car. The detective conducts suspect interviews in his office. Recording of interviews is accomplished by a body worn camera either on the officer or mounted on a wall in the detective's office.

Ideally, suspect interviews should occur in an appropriately designed room that is not suggestive of a custodial setting. Contemporary suspect interview rooms should be private and contain several characteristics including:

- Integrated electronic recording devices
- Neutral wall paint
- Well insulated walls and short fiber carpet to absorb sound
- A door with no lock
- No more furniture than a desk and three chairs⁷⁰

Until an appropriate suspect interview room is developed, we recommend the installation of a panic device in the detective's office so staff can summon help if needed during an interview.

In addition to the lack of adequate space for suspect interviews, the CPSO holding cell falls short of contemporary standards and presents several concerns for the safety and security of staff and detainees. For example, a wooden door with a simple mechanical lock, commonly found in home and office space, secures the cell. Additionally, the cell's location provides quick access to the communications room and an avenue of escape through the public lobby. Furthermore, the CPSO facility has no sally port. A sally port is an access control system with two interlocking doors that will not open at the same time. They provide officers with a secure entrance to bring detainees into the facility. Not having one has a negative impact on detainee security. To its credit, CPSO acknowledges these challenges and has reportedly not brought detainees into the facility or used the holding room since 2016. Instead, officers process detainees at the Multnomah County Jail.

We support this practice and recommend that CPSO consider formally decommissioning the holding room and refurbishing it into a properly designed suspect interview room.

Additionally, the CPSO facility does not have an area for holding juveniles. Contemporary standards including those from CALEA specify that there be a juvenile holding area that is "separated by sight and sound." The current architecture in our opinion does not provide such space, nor does it provide confidentiality for juvenile offenders brought into the facility.

Next, the facility lacks a designated report writing area for officers. The room currently used for this purpose also serves as the briefing/muster room and training room. Officers should have a reasonably quiet place where they can complete reports and paperwork, and make phone calls to witnesses, the District Attorney's Office etc., without the background noise and banter of briefings and training.

Furthermore, the CPSO facility presents confidentiality concerns. According to staff members the non-public safety occupants on the floor above CPSO can easily hear conversations occurring at CPSO and vice versa. Because of this, non CPSO entities may be hearing information regarding, criminal investigations, victimization and internal disciplinary matters just to name a few. Additionally, the work space designated for the

⁷⁰This Investigator tip was developed by John E. Reid and Associates Inc.; www.reid.com.

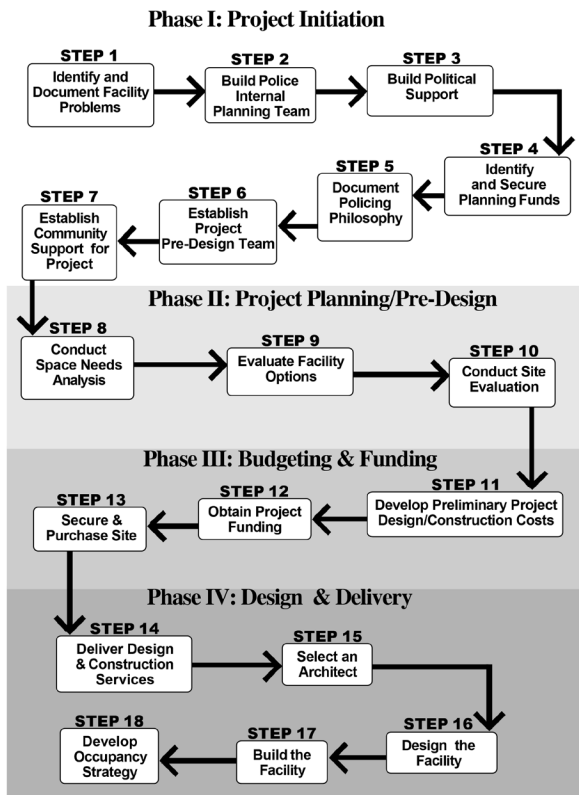
Chief’s Administrative Assistant is nothing more than a space constructed of typical office modular partitions that offer little privacy. In our professional experience, the Chief’s Administrative Assistant is often a “confidential employee” who is privy to information that others within the agency are not. In our opinion, the current space occupied by the Chief’s assistant does not provide appropriate privacy and security for information and data.

Finally, stakeholders consistently expressed concerns about the facility and challenges it presents. Based on our assessment; space, and architectural limitations are the cause of the problems listed above. Because of this, we believe that PSU will eventually have to invest resources in redesigning and refurbishing the existing space, locate appropriate space in an existing PSU property or construct a new CPSO facility. However the institution proceeds, it should seek professional design help and utilize the International Association of Chiefs of Police (IACP) Police Facility Planning Guidelines which are located online at <https://www.theiacp.org/police-facility-planning-guidelines>.

For reference, we have included the below facility planning model from the IACP

OVERVIEW

Facility Planning Model



IACP Police Facility Planning Guidelines: A Desk Reference for Law Enforcement Executives

RECOMMENDATIONS

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

OBSERVATIONS

A campus safety dispatch center and its dispatchers are a vital part of the organization. In fact, many in the emergency services industry refer to communication centers and dispatchers as the "lifeline." Dispatchers not only provide critical information to officers, but they are frequently the first person a member of the community encounters when they need public safety assistance. As such, a well-equipped dispatch center staffed with well-trained dispatchers enhances the agency's ability to fulfill its mission and serves as a mechanism to support relationships with the campus community.

The current dispatch function at CPSO is adequate and provides the basic services of a public safety communications center. CPSO employs six fulltime dispatchers managed by a non-sworn public safety lieutenant and provides 24/7 communications services for CPSO.

The dispatch space is comprised of two work stations that provide access to CPSO radios, all Lenel functions (access control, security cameras, alarming), Federal and state criminal justice information systems, mass notification systems, emergency call boxes and the Portland Bureau of Emergency Communication (BOEC) status screens. While the communications room and work stations are not dilapidated or run down, it is clear that they were not ergonomically designed nor professionally designed as a public safety communications center. In light of this, redesigning the communications center should be included in any future renovation plans at CPSO.

Next, CPSO dispatch is not a Public Safety Answering Point (PSAP), so it does not receive "911" calls. A third-party vendor monitors fire alarms. We believe this is appropriate, as the current infrastructure would not support those functions. If CPSO dispatch receives an emergency call that requires advanced capabilities such as emergency medical

instructions, policy dictates that it is immediately transferred/conferenced to BOEC, the appropriate PSAP.

CPSO has its own 800 MHz radio frequency and a secondary 450 MHz frequency which offers better transmission penetration in buildings. While there is no communications interoperability with PPB using these frequencies, CPSO does have the primary PPB frequency as a dedicated channel on their portable radios, allowing them to switch over and speak directly if needed.

During our site visit, we observed that CPSO dispatchers were utilizing a hand held radio or walkie-talkie as their means of dispatching officers as opposed to using the PC supported police radio base station. Our inquiries revealed that this practice has been occurring for approximately one year and was due to steady complaints from officers that transmissions from dispatch were inaudible due to background noise. The background noise is reportedly not present when dispatch uses a portable radio, which has led to this current practice. Through further inquiry we learned that a communications vendor has diagnosed the problem as a need for a different type of base station microphone that has noise cancelling capabilities. If this is indeed the case, a new noise cancelling microphone or headsets will be a relatively simple and inexpensive solution to bring the base station back into service.

In our professional opinion, an inoperable base station is a safety issue for officers in the field. Radio communications are the lifeline for officers as they rely on them for the exchange of critical information and most importantly to summon help when needed. Even if the transmission problems are more complicated and expensive than a new microphone, remedying this problem must be a priority and should never have continued to this extent. In light of this we recommend that CPSO take immediate steps to put the base station in service.

We observed that the dispatch center has some appropriate redundancies in place. For example, an uninterruptible power supply (UPS) backs up the dispatch station's computers and monitors, and a standby generator that is tested monthly backs up the CPSO facility. In the event of a catastrophic failure at CPSO dispatch or a need to evacuate, communications would revert to the Emergency Operation Center (EOC) located on 4th Ave. There are instructions in the CPSO Dispatch Policy and Procedures manual specifying operations at the EOC.

Contemporary standards, including those promulgated by IACLEA, require departments to recordings of telephone calls and radio transmissions. While CPSO practice is to maintain the recordings for six months, we are unable to identify a policy specifying a retention period. We recommend that CPSO develop a policy regulating the "immediate play-back" capabilities of phone and radio communications. Such a policy should include:

- Maintaining recordings for a minimum of 30 days.
- Secure storage of recordings.

- Procedures for reviewing recorded conversations.

The authority for dispatchers to play back a conversation to clarify information if necessary.⁷¹

Next, we commend CPSO for having a training program and schedule as part of its Dispatch Policy and Procedures Manual. We determined, however, that until recently, most, if not all, dispatcher training was informally structured and based on more experienced dispatchers mentoring newer ones. Best practices dictate professional and standardized dispatch training regulated by an organization or body specializing in emergency communications. For example, CPSO recently sent two dispatchers for training to the certified dispatchers training program offered by DPSST.

Additionally, CPSO is considering adopting the training and policy standards promulgated by the Association of Public-Safety Communications Officials (APCO). We are encouraged by these recent actions and recommend that all dispatchers receive professional training from either DPSST or APCO. We further recommend that CPSO proceed with re-evaluating its dispatch policies and procedures using APCO standards as a guide.

As noted above, the dispatch stations have access to PSU's mass notification system, Blackboard Connect. Current practice calls for monthly testing of the system meeting contemporary practices in emergency notification. We noted that all dispatchers share one common login credential. For the purpose of system security, each user should have their own user credentials that comply with any OIT user authentication policies. Therefore, we recommend the department eliminate the single dispatch user credential and issue each dispatcher their own user credentials. We also recommend that CPSO adopt a policy specifying individual credentials and require each user to log on and send a test message every month.

Finally, CPSO dispatch does not have a Telecommunications Device for the Deaf (TDD). These devices allow those with hearing or speech difficulties the ability to communicate with dispatchers and are standard in most communications centers. Both CALEA and IACLEA specify their use.

RECOMMENDATIONS

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.

⁷¹Tedjeske, David, et al. IACLEA Accreditation Standards Manual. International Association of Campus Law Enforcement Administrators. September 2016

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

OBSERVATIONS

Police departments across the world have been leveraging technology to maximize the quality and efficiency of services provided to their respective communities and increase transparency. Law enforcement technology has evolved from 1920's call boxes to real-time crime mapping and video analytics. Not only does technology facilitate the traditional enforcement functions of police, many believe it also serves to "improve policing practices and build community trust and legitimacy."⁷²

With this in mind, we believe there are opportunities for CPSO to invest in contemporary public safety technologies that can provide increased field presence, transparency, and community engagement.

First, we commend CPSO for its use of body worn cameras (BWC) as they are increasingly becoming standard practice. We had the chance to review the policies governing their use, while they address many critical areas, we believe opportunities exist to strengthen the program through policy revisions.

For example, two separate policies currently regulate the use of BWC's, Policy #450 (Portable Audio/Video Recording) and Policy #451 (Body-Worn Police Cameras). For clarity, we recommend all regulations for BWC's be in a single document and the following stipulations added:

- Mandatory training for officers in the use of BWCs.
- A statement that CPSO reserves the right to restrict officers suspected of wrongdoing from viewing BWC footage.

Additionally, we found Policy #451 difficult to read and understand. We believe the department should revise the policy for clarity purposes. We further recommend that CPSO review the IACP model policy for BWCs and utilize it as a guide for revisions and edits in accordance with all applicable Federal and state guidelines. <https://www.theiacp.org/model-policy/wp-content/uploads/sites/6/2017/07/BodyWornCamerasPolicy.pdf>

While CPSO is meeting contemporary standards with its use of BWCs, it utilizes almost no other contemporary technologies. For example, the department does not use in-car cameras. Certainly, the BWCs are effective for documenting an officer's interaction with the public, but in-car cameras are effective in documenting emergency/pursuit driving, traffic violations that prompt motor vehicle stops, psychophysical testing during DUI investigations and detainee transports in the rear of a police vehicle. Additionally, in-car cameras increase accountability as most contemporary systems record the speed the

⁷²President's Task Force on 21st Century Policing. 2015, *Final Report of the President's Task Force on 21st Century Policing*. Washington, DC: Office of Community Oriented Policing Services.

car is traveling. Since CPSO only has three patrol cars, we believe equipping them with in-car cameras would be a moderate investment that will multiply the effectiveness of CPSO's accountability and transparency.

Additionally, CPSO does not utilize laptops in the patrol cars. These have been an industry standard for decades and increase officer efficiency by becoming a mobile extension of the headquarters.⁷³

Since there are no MDC's installed in vehicles, officers who need to write a report or update Computer Aided Dispatch (CAD) information must travel back to the CPSO office, removing them from active patrol. MDC's will give officers the ability to complete paperwork electronically from their vehicle, which in turn keeps them engaged in active patrol. An additional benefit of MDCs is their GPS capabilities that allows dispatch to see the location of patrol cars and dispatch the closest unit to a call without having to first determine an officer's location via radio.

Another technology challenge faced by CPSO pertains to its Computer Aided Dispatch (CAD) and Records Management System (RMS). CPSO's CAD platform is CrimeStar and its' RMS/reporting system is RegJIN, which is a multijurisdictional reporting, and records sharing platform maintained by the Portland Police Bureau. These two systems lack integration, meaning they do not "speak" with each other. Integrated CAD and RMS systems automatically populate redundant information between the two systems, without the need for manual data entry. This lack of integration requires that a staff member manually transfer data between the two systems.

Integrating the two systems will likely free up several hours a week that a staff member could spend accomplishing other tasks. Integration could be as simple as engaging a representative from CrimeStar to patch the two together, or it may require investment in a new CAD platform. If a new CAD system is required, it may still prove to be more economical than the cost of human resources devoted to data entry. Since the RegJIN platform is proprietary to the Portland Police Bureau, we recommend that CPSO consult with PPB to determine if the two can integrate together and the best option for moving forward.

We also believe that there is an opportunity for CPSO to invest in technology to strengthen Clery compliance with its Daily Crime Log (DCL). Currently, the Clery Coordinator manually extracts information from incident summaries completed by officers. The Clery Coordinator types that information into a new document and uses PDF to create the DCL. In our opinion, this method creates a single point of failure and relies on manual extraction of reporting data. As such, we believe CPSO should consider investing in software to manage its Clery tabulations. We are a vendor neutral firm but believe there are reputable software providers who have this capability including:

- Omnigo
- Automated Records Management System (ARMS)

⁷³Harris, Scott. Mobile Computers. Police Chief Magazine.org. <http://www.policemagazine.org/product-feature-mobile-computers/>. Accessed 14, December 2018

There are also several other emerging technologies in use in the public safety community that may prove beneficial to CPSO, including:

- Crime mapping and analysis
- Drones
- Biometric technology
- License plate recognition cameras

While we understand that some public safety technology can be cost prohibitive, we believe the following recommendations will elevate CPSO to the law enforcement technology baseline that we see during our work with other campuses. CPSO can then continue to build from this foundation and further leverage technology to maximize its resources, accountability, and efficiency.

RECOMMENDATIONS

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.

PART II: PHYSICAL SECURITY PROGRAM ASSESSMENT

PHYSICAL SECURITY APPROACH

The landscape of campus safety and security is a complex eco-system comprised of many individual, yet codependent parts. Physical security is a substantial part of the eco-system along with other elements such as emergency management, threat assessment, police and security personnel, crime prevention, and counseling services, to name just a few.

Physical security at institutions of higher education can take on many different forms and meanings to varying constituent groups. To some, stringent control measures such as electronic access control and visitor identification when combined with cameras and alarms provides a perception of security or a feeling of being safe while others may find this approach inconvenient or exclusionary. Others need the appearance of police or security personnel actively patrolling buildings to gain a feeling of safety. The opposite may true here as well, as some may see uniformed personnel as a police or security omnipresence.

Yet for another group, more palliative measures such as emergency call stations (blue light phones) or brightly lit pathways provide a feeling of security.

While individuals have their own unique perspective of feeling secure, a comprehensive physical security program incorporates technology and hardware, institutional policies and of course, people. The elements complement each other and overlap like concentric circles to form a web of security covering the campus. Additionally, institutions must consider internal and external factors such as institutional culture, known or likely security threats and of course, the institutional mission.

Physical security is not a static program, technological advancements, social, cultural, and economic impacts all compel the institution to continuously assess, invest in and actively manage the program. This trend is not new and in our experience is not slowing down. In fact, we continue to see institutions prioritizing physical security programs. The result has been greater investments in technology, knowledgeable staff, design advancements, and the creation of funding streams to maintain programs.

Looking back to 2014 when the University was evaluating whether to provide designated CPSO with lethal force weapons, we note very little consideration given to physical security and the role it plays in creating a safer campus, as well as providing a feeling of security to its students, faculty, staff, and visitors.

In fact, we believe the prevailing consideration regarding physical security was to provide electronic access control at all buildings to secure them during non-business hours. The rational supporting this was the belief on behalf of the university that most on campus crime is committed by individuals unaffiliated with the institution. Following that logic,

securing doors during non-business hours reduced opportunities for non-campus affiliates to commit crimes, thereby creating a safer campus. While a study undertaken by the University showed that from 2007 through 2011 non-affiliates accounted for 81.2% of on campus arrests, we are unaware of any data post 2014 that addresses the effectiveness of the increase in electronic access control points. Additionally, we have reviewed the university's Annual Security Reports as well as the Oregon Uniform Crime Reports since 2014 and based on the data they contain, we do not see a direct correlation between this access control measure and a reduction in crime committed on campus by non-affiliates.

We agree that limiting points of entry to as few doors as necessary is a best practice and we commend PSU for investing in electronic access control. However, we believe this was a narrowly focused approach, and as a result, we believe the University missed opportunities to enhance safety on campus and to create a feeling of inclusion amongst community members.

Responses to the anonymous survey project support this opinion. For example, of respondents who felt "unsafe" on campus, 61% attributed that perception to factors directly related to physical security, such as building security and lighting.

Additionally, 28.1% of respondents who feel "reasonably safe on campus" report the presence of homeless/transient/mentally ill/drug users on campus as the main detractor from their feeling of security. An additional 6.6% in this respondent category reported feeling less safe on campus after dark, which may indicate a need for enhanced lighting. This tells us that regardless of their overall feelings of safety and security on campus, campus members place a premium on environmental factors relating to physical security.

In our opinion, PSU needs to broaden its perspective regarding the various needs of managing an enterprise wide physical security program. Based on our assessment, it appears that PSU did not address essential questions such as: 1) who will manage the program; 2) what are the requisite skills needed to manage such a program; 3) what equipment, hardware and polices is needed; and 4) what resources are necessary for successful management. Instead, it appears the University focused on increasing the feeling of security by keeping "outsiders" out via electronic access control. We feel this was a flawed philosophy on two fronts.

First, the majority of buildings are unsecured during the business day and there is no formal visitor management system, thus allowing anyone to enter and freely traverse most campus properties. During off hours, an individual can "piggyback or tailgate" through a door that is held or propped open. Therefore, it is difficult to identify the effectiveness of the use of electronic access control.

Next, there is very little documentation, policies, or processes pertaining to other critical elements of the physical security program. Specifically, there is little codification and standardization regarding building security, security hardware and software, security lighting, security cameras, and most critically, management of physical security.

In the following sections, we will discuss these concerns in greater detail and provide specific recommendations that we believe can help PSU create a more contemporary and comprehensive physical security program. In our opinion, this can result in a stronger security posture and a greater sense of security.

PHYSICAL SECURITY PROGRAM MANAGEMENT

OBSERVATIONS

Providing a reasonably secure environment is a fundamental responsibility of any institution. Balancing the desire to maintain an open and inviting campus for the greater community with the need for providing reasonable physical security measures can be challenging, although we do not believe these desires to be mutually exclusive. In our professional opinion, PSU has taken steps within its physical security program to provide a reasonably secure campus that in some ways are meeting contemporary standards.

The university has made some investment in physical security systems including, security cameras, electronic access control, alarm systems, and emergency phones. While there are security technology systems in place, we believe there are opportunities for the university to strengthen its management and implementation of the physical security program. With that in mind we have identified recommendations the University can implement within its physical security program to strengthen its security posture.

Our most significant observation was the lack of a true “business owner” for the physical security program and its respective systems. We observed that several departments, including CPSO, Facilities & Property Management, and the Office of Information Technology (OIT), all have varying roles in the physical security program without the benefit of unified oversight. While CPSO is the ultimate end user of the systems and has staff members dedicated to the Lenel system, OIT is responsible for necessary software upgrades, and facilities is responsible for system maintenance and repairs since most security components involve “hardware.”

Making management of the program even more complicated is the heavy influence of the Department of Capital Projects and Construction (CPC) which relies greatly on external construction design teams for the placement of security hardware on new construction and renovations.

We believe that these respective departments have the best interests of the university in mind. However, they are functioning independently without the benefit of appropriate leadership, strategic vision, and common mission for the physical security program. The result of this decentralization in our opinion is inconsistent and disparate use of security hardware and countermeasures, with no identifiable risk assessment specifying their use.

For example, the Transportation and Parking Services office makes extensive use of security technology, including electronic access control, security cameras, panic devices and a safe. Residential facilities on the other hand, which are typically amongst the most protected spaces on a campus, only have security cameras monitoring the ingress on two

of eight buildings and include one building, Parkway, which has neither electronic access control or security cameras. In our opinion, this is indicative of decentralized management of physical security and the absence of a risk assessment for the deployment of security systems and hardware. Just as important, it is inconsistent with contemporary standards for residential building security.

Since there is no single department responsible for the physical security program, we believe the logical first step towards implementing a more consistent approach is for the university to officially charge a department with the responsibility for program management. We have observed through our work that the campus police / public safety function frequently assumes that role. Based on our observations, we recommend that the university officially name CPSO as the manager of the physical security program, inclusive of Lenel (access control, cameras and alarming), lighting for security purposes, emergency (blue light) phones, and Crime Prevention through Environmental Design (CPTED) practices.

While CPSO does have civilian staff dedicated to access control and a non-sworn campus public safety lieutenant overseeing the Lenel system, we believe there is also an opportunity to expand the in-house functional knowledge and capacity for the overall physical security program.

Accordingly, we recommend that CPSO officially designate someone as the manager of physical security. This position would be responsible for the oversight and coordination of all physical security efforts, as well as establishing the strategic vision and mission for the program. Someone appointed to this position does not need to be an expert in any one discipline, but should have requisite knowledge in the varying aspects of the physical security program, including those that rely on technology, and those that do not. In fact, according to the International Association of Campus Law Enforcement Administrators (IACLEA), members of campus communities need to be confident that those responsible for making recommendations that affect safety and security are “well trained and current with new developments, technologies, methods, approaches and processes...”⁷⁴

In our opinion, properly managing the physical security program at PSU requires a full time commitment. There may be someone already on staff with the requisite knowledge. If so, the benefits of promoting someone within the University are obvious; institutional knowledge of the campus culture, familiarity with the physical facilities, etc. If not, PSU will have to look beyond its current employees to fill this role.

In addition to the need for a physical security manager, there is an opportunity for greater collaboration and communication between campus departments. Forming a multi-disciplinary “security work group” to facilitate collaboration for all elements of physical security can accomplish this. Membership should include, at a minimum, CPSO, Facilities, OIT, Housing & Residence Life, CPC, and Student Affairs. Other departments may contribute as needed depending upon the issue at hand. The newly installed manager of physical security should chair this committee, which should meet at scheduled intervals. The university should formally charter this working group and empower it to oversee the university’s physical security program and relevant policies regarding these security

⁷⁴Tedjeske, David, et al. IACLEA Accreditation Standards Manual. International Association of Campus Law Enforcement Administrators. September 2016

systems. Additionally, the university should ensure that campus members understand the group's role and philosophy regarding physical security. The formation of a work group will also help solicit input from the multiple physical security program stakeholders and promote a sense of shared responsibility for physical security.

To further address the inconsistent application of security technology mentioned earlier, we recommend that PSU develop facility security standards and policies for the respective security systems. Such standards will regulate the decision-making process for deploying security measures based on a consistent risk-based approach. We have found that the implementation of facility security standards continues to be a growing trend in higher education. When such standards are not present, we frequently observe inconsistencies in security measures. In fact, one of the recommendations from the Virginia Tech Mass Shooting Review Panel was that institutions utilize a "risk analysis" to determine appropriate security measures on their campus.⁷⁵

The inconsistent application of security measures often occurs for a variety of reasons, including a previous incident that necessitates enhanced security measures, and an individual department's ability to fund their own physical security devices. In our opinion, establishing minimum security standards based on facility type and use provides PSU with a more efficient and consistent physical security program and avoids disparities in future construction and renovation projects.

One method frequently utilized by campuses is to place buildings into a tiered hierarchy based on building function and potential threat level. A 2016 Bench Marking study of Association of American Universities (AAU) member institutions validated this methodology and found that 60% of respondents reported the use of such facility standards.

The intent of a tiered system is to specify the minimum physical security measures for specific facilities. Nothing prevents an institution from implementing stronger security measures and policies based on needs or resources. Of course, once such standards are in place, the University has the flexibility to add additional measures as specific circumstances dictate.

Below are sample tiers by building types with corresponding security measures.

⁷⁵Commonwealth of Virginia. *Virginia Tech Review Panel. Mass Shootings at Virginia Tech, Report of the Review Panel.* Commonwealth of Virginia, Office of the Governor, 2007

SAMPLE CAMPUS WIDE FACILITY SECURITY STANDARDS		
Security Level	Location Type	Specifications
High Security (Tier 1)	Residential Facilities Chemical Laboratories Data Centers Cash Handling Areas	Security cameras at all ingress and egress Security cameras at all cash handling points All exterior doors on electronic access control 24/7 Visitors logged Held / door forced open alarms 24 / 7 Perimeter intrusion detection and in high security areas Panic / duress alarms in areas deemed necessary Residential suite doors controlled 24/7 Chemical labs controlled 24/7 if faculty / staff are not present Access privileges approved by Dept. Administrator.
Medium Security (Tier 2)	Computer Labs Administrative Buildings Classroom Buildings Libraries, IT Closets	Security cameras at Primary entrance Exterior doors controlled during off hours Held / door forced open alarms during off hours Intrusion detection systems as deemed appropriate
Routine Security (Tier 3)	General office space Utility closets Dining space Public meeting space	Exterior doors controlled as directed by department administrators

SAMPLE FACILITY ACCESS CONTROL STANDARDS		
Security Level	Location Type	Specifications
High Security (Tier 1)	Residential Facilities Chemical Laboratories Data Centers Cash Handling Areas	Exterior doors on electronic access control 24/7 All visitors logged Residential suite doors controlled 24/7 Lock cores changed annually Chemical labs controlled 24/7 Access privileges approved by department administrators
Medium Security (Tier 2)	Computer Labs Administrative Buildings Classroom Buildings Libraries, IT Closets	Exterior doors controlled during off hours Access rights controlled by departmental designee
Routine Security (Tier 3)	General office space Utility closets Dining space Public meeting space	Exterior doors controlled as directed by department administrators Access rights approved by departmental designee

Another topic of particular concern regarding physical security is that of access to campus buildings by non-affiliates, specifically, houseless individuals. In fact, a consistent theme raised during our review was security concerns surrounding houseless individuals and others utilizing campus buildings to wash, sleep, and use illicit drugs, including shooting heroin. Respondents to the anonymous survey confirmed this concern with 28.1% of respondents who feel “reasonably safe on campus” and 36.7% of respondents who feel “unsafe” on campus, reporting their main concern as the homeless population and “shady” people on campus.

Specifically, stakeholders made us aware of frequent incidents of this nature at the Millar Library and the Academic and Student Resource Center. We are not indifferent to the desire

of the University to be a resource to the Portland community, especially those in need. However, we believe the security vulnerabilities presented by this situation, particularly the use of opioids in campus restrooms, undermines the University's fundamental obligation to provide a reasonably safe environment for its members.

As such, we recommend that PSU adopt an access/visitor management strategy that allows non-affiliates the ability to enjoy the campus while also addressing the need to deny access to those who use campus buildings for illegitimate purposes. This is an area where further investment and use of security technology may be beneficial. For example, since visitors are less likely to traverse academic buildings, the university can lock them around the clock and authorized affiliates can use their campus card at an ingress point with electronic access control and security cameras. Another example is the Millar Library where the installation of optical turnstiles at the entrance will allow affiliates to enter using their campus card. Visitors can check in with library staff who can verify the purpose of the visit. Buildings where it makes sense to have open access, such as the Academic and Student Resource Center, present an opportunity for PSU to invest in security measures such as security cameras in public areas, along with the placing of signs alerting everyone that security cameras are in use. Such measures enhance security, while maintaining an open environment for the PSU Welcome Center.

Finally, the sections below make several specific recommendations for various components of the physical security program. Before proceeding, we emphasize that our recommendations regarding program management are the most crucial and deserve the most consideration from PSU.

RECOMMENDATIONS

98. Officially designate CPSO as the department responsible for the physical security program.
99. Create a proprietary position for the management of physical security.
100. Create a multi-disciplinary Physical Security Work Group.
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

OBSERVATIONS

In our professional opinion, PSU is generally meeting contemporary standards in its use of electronic access control. Based on our assessment and stakeholder interviews, we believe that all PSU buildings, with the exception of temporary modular offices and Parkway residential, have at least one electronic access control point on the Lenel platform.

Additionally, all doors with card readers have door alarms that report to CPSO dispatch, alerting dispatchers to doors that are forced or help open. We commend the university on its investment in Lenel as we believe it to be a highly regarded vendor in the physical security industry.

It is understandable that since the modular office spaces are temporary, the university has not installed electronic access control there. Parkway however is residential and we believe it should have electronic access control at its ingress points and the door alarming embedded in Lenel. To meet contemporary standards, the university should install card readers at Parkway.

Finally, we are concerned about the current CPSO policy for responding to door alarms and believe it needs reinforcement and clarification. Current policy is that CPSO, absent aggravating circumstances does not respond to any door alarms between 8 a.m. and 5 p.m. Based on stakeholder interviews we are concerned that the practice is inconsistent, with some door alarms going unchecked even after 5 p.m. Given the high volume of traffic at academic and administrative buildings during the business day, it is reasonable to set policy that CPSO will not respond to door alarms at these facilities when they are open absent extenuating circumstances. We do believe that they are worthy of consistent CPSO response after business hours and recommend that CPSO ensure that all officers and dispatchers are aware of the policy and follow it.

Door alarms at residential facilities in our opinion require a CPSO response regardless of the time of day and we believe that CPSO should adjust current policy to require a CPSO response to those alarms.

RECOMMENDATIONS

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

OBSERVATIONS

While PSU has invested in security cameras, the program in our opinion is falling short of contemporary standards, particularly as it pertains to residential facilities. Of the eight residential facilities owned by PSU, only two, Ondine and Blumel have cameras monitoring ingress points. In our opinion, the lack of security cameras at 75% of the residential facilities represents a security gap the university should address in the short term to meet contemporary standards.

Cameras capturing the ingress and egress of residential facilities is an industry standard, as cameras are “typically placed at building entrances and exits...and at high risk sites” on campuses.⁷⁶ Placement of cameras is especially important at residential facilities where an institution should be taking all reasonable measures to create a secure environment.

⁷⁶Olson, Gary A. “Yes, Big Brother is Watching.” *The Chronicle of Higher Education*. 11 Jan. 2012.

Additionally, security cameras serve as a force multiplier when used in combination with electronic access control systems, allowing for example, CPSO dispatch to remotely view door position alarms to determine the need for an officer response. As such we recommend the installation of security cameras monitoring the ingress and egress of all residential facilities.

Next, we believe that PSU should adopt a capital replacement plan for its camera hardware. Security cameras generally reach their end of life at 5-6 years. The approximately 50 cameras at PSU range in age from a few months to 11 years and have varying image quality. In fact, during our visit, we learned that 20-30% of all cameras are often not functioning at one time or another. Implementing a capital improvement plan to replace hardware allows the university to prepare for a large expenditure and minimizes the opportunity for unanticipated expenses. Just as important, it will give the university the opportunity to conduct a risk assessment when replacing cameras. For example, it may determine that a camera at end of life no longer satisfies a security need, and install the new hardware at a location that has a verified security need such as a residential hall. Adopting this approach can help PSU maximize its investment in cameras.

Finally, we understand that cultural challenges, such as privacy and the “big brother” effect frequently impact decisions regarding the use of security cameras. The university can mitigate these concerns by implementing a strong acceptable use policy for security cameras. We commend the University for having an acceptable use policy for its security cameras, as it has been our experience that many institutions still lack such a policy. However, we believe that there is an opportunity to strengthen this policy.

First, current policy states that images “may be kept for up to 30 days,” meaning they can be deleted sooner. While we are unaware of any statutory requirements regarding the retention of video images, our experience has been that the current industry standard calls for the retention of these images for a minimum of 30 days and no more than 60 days. Additionally, the policy should address other things including training for camera operators and stipulations for supervisory review of images to verify policy compliance.

Finally, to take a proactive approach toward locating troubled cameras, many institutions require that system operators cycle through these cameras at least once every 24-hours to find malfunctioning and inoperable cameras and immediately submit a request for troubleshooting or repair. We believe that this a promising practice and recommend that the University implement a formal policy requiring that CPSO dispatchers scroll through each camera at least once a day and report malfunctions. In addition, CPSO must be assign someone to conduct a follow-up of all cameras reported out of service to confirm their repair. We have attached a model camera policy to the end of this report for reference.

RECOMMENDATIONS

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

OBSERVATIONS

All burglar and panic devices operate on the Lenel platform and report to CPSO dispatch, and the university contracts a third party vendor for fire alarm monitoring. We observed the presence of panic devices at some critical areas such the President's suite, but observed others such as the Women's Resource Center, which serves community members who are victims of partner violence, that lacked devices. This disparate use of security technology in our opinion underscores the need for centralized management of physical security as well as the need for facility security standards based on risk assessment.

We are also unable to identify a policy regarding the testing of panic devices. Contemporary standards require that panic devices be deployed based on a verifiable security need that is vetted by a risk based assessment. Furthermore, each device needs to be tested quarterly and the security need for each panic device should be re-evaluated at least once every two years to verify the continuing security need for each device.⁷⁷ We recommend that the university adopt a formal policy specifying criteria for the approval, deployment and testing of panic devices.

RECOMMENDATIONS

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

OBSERVATIONS

PSU makes moderate use of blue light emergency phones, 13 total throughout the campus, all of which report to CPSO dispatch.

Appendix 26 of the Dispatch Policies and Procedures Manual specifies the monthly testing of phones by CPSO. We are encouraged by this policy as contemporary standards call for monthly testing of these phones. However, some stakeholders informed us that the phones are tested "occasionally," indicating that the policy may not be consistently followed. Because of this, we recommend that CPSO conduct an internal audit to verify compliance with the policy, as there is a fundamental obligation to take reasonable steps to make sure this technology is functional. If the audit finds inconsistent or no policy compliance, we believe CPSO should initiate remedial training and reinforcement of the policy.

On a larger scale, PSU and all institutions will need to think strategically about the future of these phones given the infrequency with which campus members use emergency phones

⁷⁷Tedjeske, David, et al. IACLEA Accreditation Standards Manual. International Association of Campus Law Enforcement Administrators. September 2016

and the relatively high cost to install and maintain them. Blue light emergency phones have long been a staple of many campus security plans. They can provide those traversing campus the ability to seek assistance when needed and serve as a visual reassurance of security efforts. The advent of mobile and smart phones, however, has forced us to look at the frequency of use of emergency phones and evaluate whether or not the cost of maintaining a blue light emergency phone system is worth the investment. Some view them as “Security Theater,” creating a feeling of enhanced security on campus without actually making anything safer. Complicating this debate is the availability of mobile apps that allow users to summon campus safety assistance remotely and discreetly from their phones. We are not suggesting that blue light phones are obsolete; in fact, they can be useful in parking decks and areas with poor cellular coverage. We do believe however that PSU will need to address these questions in its strategic plans for the physical security program.

RECOMMENDATIONS

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

OBSERVATIONS

One of the biggest challenges in designing buildings in an urban setting is the need to balance reasonable security measures with the desire for the facility to blend with the larger city. This task becomes increasingly problematic as the surrounding city changes and evolves with time. Building designs once considered security smart in 2005 may be falling short of contemporary standards today.

Portland State can mitigate and manage these changing factors by using behavioral modification through design, also known as Crime Prevention through Environmental Design (CPTED). This strategy focuses on natural methods of security as opposed to mechanical solutions such as cameras and alarms.

Through our assessment, it is evident that PSU embraces its surroundings and strives to maintain the campus in a way that promotes safety and security. While we observed opportunities for improvement, we also saw many CPTED strategies in practice.

The windows in the Karl Miller Center for example, allow its occupants a clear view of activity outside. The natural surveillance within the park blocks, as well as the quad in between the Urban Center and the Campus Recreation Center in our opinion were indeed in line with CPTED practices.

We do believe however the university has an opportunity to increase its security posture by enhancing its building entrances. In our opinion, many campus building entrances are not readily discernible. For example, the Smith Memorial Student Union entrance has a small, faded building sign above its two double doors. Clearly marked and defined

entrance doors are helpful in multiple ways. First and foremost, they enhance the customer experience by facilitating efficient way finding. They also direct people through the intended entrance where other security measures such as access control, visitor management procedures and cameras may be. Additionally, they let visitors and non-affiliates know that they are walking into a PSU owned building and have to adhere to its rules.

Finally we believe there are opportunities for the university to reinforce its campus perimeter as well as its remote locations. Like a clearly marked building entrance, banners and signage alerts people to the fact that they are entering campus and are subject to different rules and behavioral expectations. Territorial reinforcement is critical in urban settings where public arteries can often be indiscernible from campus property.

While the campus presence is evident along Broadway, we recommend the addition of more prominent banners and signs along the campus curtilage of Market, SW 5th, and SW 4th to establish and reinforce PSU's territory. Additionally we recommend increased university signage at remote locations such as the Corbett Building and the modular offices at SW Market and SW 12th.

RECOMMENDATIONS

111. Enhance signage and numbering at building entrances.
112. Reinforce the PSU perimeter as described above.

CAMPUS LIGHTING

OBSERVATIONS

As part of our assessment, we conducted a tour of the university and its surroundings to see how the campus looks at night. We took light meter readings at areas that appeared dark to the naked eye and compare the light levels to those recommended by the Illuminating Engineering Society of North America (IESNA), the nationally recognized organization for establishing standards and recommended practices when it comes to security lighting.

Lighting is a critical part of the security eco-system and is a proven crime prevention mechanism. Security lighting impacts crime two ways. First, it increases the surveillance capabilities of both public safety staff and the community at large. Since most people form perceptions about their environment visually, increased surveillance capabilities have a positive impact on the perception of security. Second, many believe since lighting increases the perception of security, it acts as an informal form of social control. Supporting the effectiveness of security lighting is a 1999 British experiment that compared crime data in housing areas with lighting enhanced for security purposes (experimental area) to areas that received no lighting enhancements (control area). The results showed a significant reduction in personal and property crimes in the experimental area, indicating that security lighting has a significant role in crime prevention.⁷⁸

Based on our assessment, PSU is meeting lighting standards along the majority of its pedestrian paths and walkways as well as the underpass spaces between buildings

⁷⁸Salmon Ph.D., David, et al. *Guideline for Security Lighting for People, Property, and Public Spaces*. Illuminating Engineering Society of North America. United States, 2003.

such as the Student Union and Cramer Hall. There are however opportunities for PSU to strengthen its physical security program through enhanced exterior lighting.

For example, we observed deficient lighting levels, below .20 fc (footcandles), at the exterior of PSU parking structures, as well as the pathways at campus rail stops within the park blocks. Overgrowth of nearby vegetation seemed to contribute if not be the cause of both of these issues. Additionally, a majority of the building entry ways we measured were below the recommend light levels of 5.0 fc. Since lighting is a critical component of the physical security on campus, we recommend that PSU assess all of its building entry ways and increase lighting as needed. We also recommend that the Facilities & Property Management Department trim the vegetation near the lighting fixtures at the parking structures and rail stop pathways to remove obstructions to light flow.

Another promising practice that we support is the performance of night tours of the campus or lighting surveys to assess lighting needs and identify inoperative fixtures. We recommend light surveys be formalized in policy and conducted twice a year, one of which should be performed when trees and shrubs are in full bloom to locate any vegetation that is impeding light flow.⁷⁹ We recommend the newly formed security work group adopt this as one of their functions since campus lighting affects everyone and multi-disciplinary input and observations may prove to be invaluable in forming partnerships. Below is a matrix of where we took light meter readings and the respective light levels. Please see the map at the end of this report depicting the locations and test results.

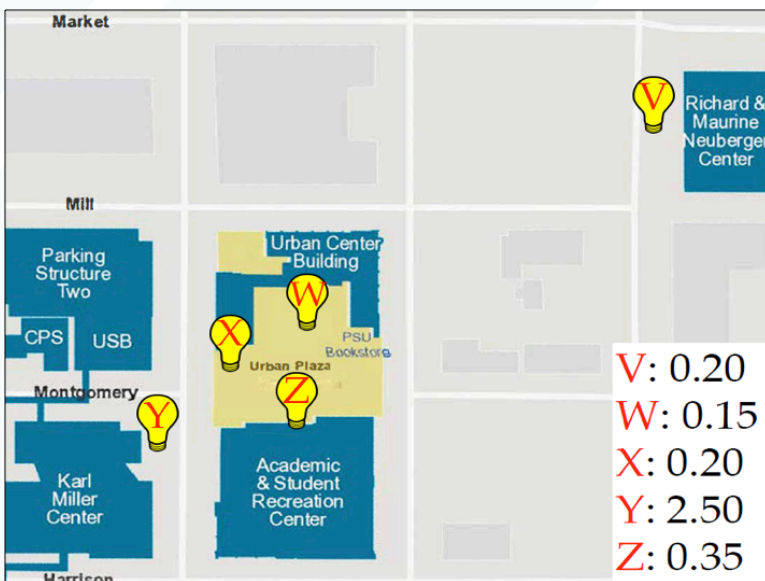
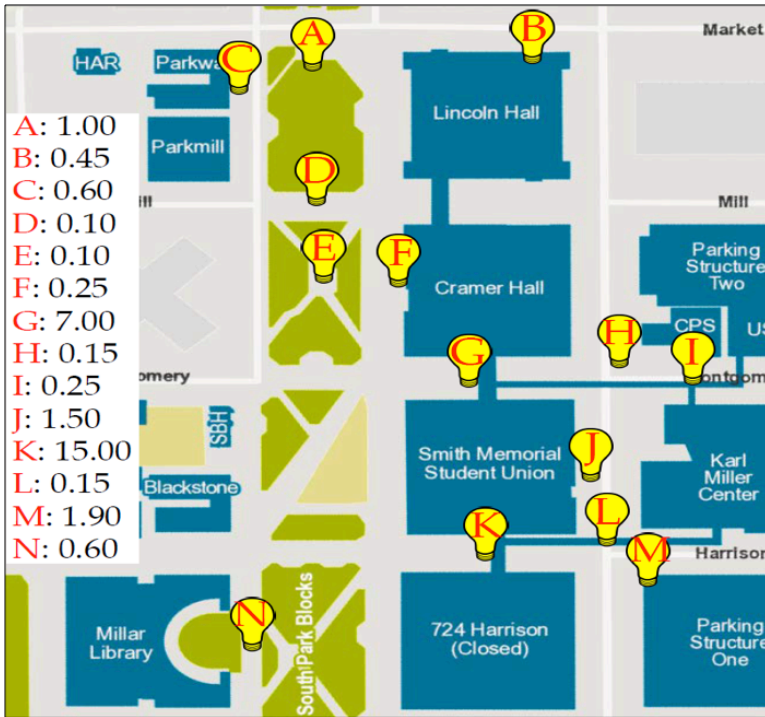
RECOMMENDATIONS

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.

⁷⁹Roberts, Marta. "Shedding Light on Campus Security." ASIS On Line 1 May 2005. <<http://sm.asisonline.org/Pages/shedding-light-university-security.aspx>>

PORTLAND STATE UNIVERSITY LIGHT MATRIX			
Sample	Location	Reading	Recommended Reading
A	Front of the Portland State sign	1.00 fc	.20fc
B	Lincoln Hall entrance on Market	0.45 fc	5.00fc
C	Parkway res. hall entrance	0.60 fc	5.00fc
D	Campus light rail stop	0.10 fc	.20fc
E	Park block center	0.10 fc	.20fc
F	Cramer Hall rear entrance	0.25 fc	5.00fc
G	Between Cramer Hall & SU	7.00 fc	.20fc
H	Street corner closest to CPSO	0.15 fc	.20fc
I	CPSO entrance	0.25 fc	5.00fc
J	SU SW Broadway entrance	1.50 fc	5.00fc
K	Between SU & 724 Harrison	15.00 fc	.20fc
L	Center of sky bridge	0.15 fc	.20fc
M	PS1 entrance	1.90 fc	5.00fc
N	Front of Millar Library	0.60 fc	5.00fc
O	Between Millar & Viking	2.25 fc	.20fc
P	Stott Center/Viking side entrance	2.50 fc	5.00fc
Q	Viking Pavilion park block entrance	3.00 fc	5.00fc
R	Shattuck Hall plaza	1.25 fc	.20fc
S	Street parking next to W. Hemlock	0.05 fc	.20fc
T	Center of W. Hemlock parking lot	0.30 fc	.40fc
U	Broadway res. hall side entrance	0.55 fc	5.00fc
V	Market Center entrance	0.20 fc	5.00fc
W	Urban Center plaza entrance	0.15 fc	5.00fc
X	Urban Center entrance closest to 6th	0.20 fc	5.00fc
Y	K. Miller 6th/Montgomery entrance	2.50 fc	5.00fc
Z	ASRC plaza entrance	0.35 fc	5.00fc

CAMPUS LIGHTING SURVEY MAP



SECTION IV – RESOURCE IMPLICATIONS

STAFFING

- External, independent monitor to oversee the implementation of the recommendations in this report and assist with training and orienting UPSOC. (Limited 2 – 3 year engagement)
- 2 additional manager level positions (lieutenant or above) to assume responsibility for CPSO administrative operations and the Community Engagement unit. (Permanent positions)
- 2 additional positions for Community Engagement units (Permanent positions)
- 2 additional sergeant positions to ensure continuous 24-hour supervisory coverage. (Permanent positions)
- 22 additional non-sworn positions to meet basic patrol responsibilities
- 1 position to manage the physical security program (this may be converted from existing non-sworn manager positions)
- Contract with local providers or School of Social Work for certified mental health professionals for behavioral health unit (Contracted – On-going)

PROGRAMMATIC NEEDS

- Training budget adjusted to ensure sufficient funding to support initial training for new officers; minimum of 80 hours of annual in-service training; and specialized training, as needed. This budget should account for a basic academy for non-sworn officers, and a follow-up PSU-specific post-academy training for sworn officers. (On-going)
- \$125-150,000 to upgrade approximately 30 existing security cameras and installation of approximately 24 new fixed cameras for residence hall entrances/exits.
- \$25,000 for video management software and server infrastructure.
- \$30-60,000 to complete electronic access control installation at all building, including Parkway.
- \$10,000 for lighting improvements.
- \$2-5,000 for signage enhancements.
- Must also account for on-going budget to repair/replace equipment as it fails (8-10% of total investment).

SECTION V – MASTER LIST OF RECOMMENDATIONS

PART I: 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 statutes. (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.⁸⁰
19. Establish a Peer to Peer Support Program
 - Enlist those officers who emulate the proper values and attitude of the department.

⁸⁰The International Association of Chiefs of Police provide resources in this area. Please see <https://www.theiacp.org/resources/officer-safety-and-wellness>

- 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://fipolicing.com/> for additional information.⁸¹
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.

⁸¹We are aware that CPSO chief is a certified trainer in Fair and Impartial Policing and has provided this training to department members.

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 annual 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/RESTRAINT 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.
100. Create a multi-disciplinary Physical Security Work Group.
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.

The image features a high-angle, aerial photograph of a modern, multi-story building with a complex, angular design. The building has large glass windows and a prominent central structure. The entire image is overlaid with a semi-transparent green filter. Several large, dark green geometric shapes, resembling stylized 'X' marks or overlapping planes, are superimposed over the building, creating a layered, architectural effect. The word "ATTACHMENTS" is centered in the middle of the image in a white, bold, sans-serif font.

ATTACHMENTS

ATTACHMENT 1: OPEN FORUM MAJOR THEMES

SUMMARY STATISTICS

Total Number of Campus Forums Held: 9

Total Number of Forum Participants: 144

REOCCURRING THEMES

Theme 1: There is an overall feeling of anger, mistrust and frustration among the campus community with the forum and assessment process, and they are concerned that those in authority will not listen to the concerns of the community.

Theme 2: Community members spoke out against arming the CPSO officers.

Theme 3: There is a lack of visible police presence on campus, and CPSO does not engage with the campus community.

Theme 4: Community members are concerned with the amount and types of training the CPSO officers have received and their ability to de-escalate situations. Community members do not trust that campus police officers are adequately trained in the use of lethal force.

Theme 5: A lack of adequate lighting, access control, and safety escorts, contribute to individuals feeling unsafe on campus. Campus members are concerned about the security of buildings on campus, notably the all glass structures.

Theme 6: There is a desire for clearer communication between PSU administration and the campus community. The community is looking for more transparency.

PORTLAND STATE UNIVERSITY

CAMPUS FOCUS GROUP #1

Location: ASRC515, Boardroom

Date: 10/30/2018

Time: 12:00 p.m.

Facilitators: Steven Healy, Christi Hurt (Margolis Healy)

Attendees: 30 attendees

Mood at Opening: Quiet, formal, classroom feel, light feel of animosity

Theme 1: There is an overall feeling of anger, mistrust and frustration among the campus community with the forum and assessment process, and they are concerned that those in authority will not listen to the community, and that marginalized communities' voices will not be heard.

KEY QUOTES:

- Have you reached out to the Washington family?
- How will your police chief experience inform your experience?
- There are lots of issues. Should PSU have police on campus? Are you reaching out to PPB?
- This is listening based process, which is great, but these discussions have been going on since CPSO was armed, seems like the same thing for the last 5 years. Is there a democratic element to this process? Why should we trust you? We didn't ask you to come here. We don't know who you are. With campus militarization, we don't trust the idea of disarmament will be considered at all. Will you implement a democratic process?
- Will the community have some sort of weigh in on the product of this?
- Information is really hard to find online. There is a problem of accountability. We need to understand what that process is.
- Faculty senate votes and overall sentiment on campus is dismissive. I will use other doors to avoid CPSO, as do other faculty.
- The campus climate committee dealt with CPSO officers on the committee dismissing concerns during the process. People of color and non-binary people. They were very dismissive of them.

- People of color were dismissed in that process. That is a racial bias that should be put in notes.

Theme 2: The community is concerned about the inclusion of all groups in the assessment process.

KEY QUOTES:

- Faculty has not heard about the assessment schedule. Hasn't heard a word about this.
- Student groups often only make a small part of community. People don't have access, they aren't a good representation of larger communities.
- It's a problem on this campus, the main thing is asking people to come to us. The best way is to reach out to students.

Theme 3: There is a lack of visible police presence on campus, and CPSO does not engage with the campus community.

KEY QUOTES:

- Invisibility of campus police. I've never seen them either. I would like to see some sort of introduction to tell us who you are and what our policies are. It might break the ice a little bit. Instead of us against them. Maybe we can deescalate.
- I never see any officers, ever. Saw two yesterday for the first time. It's invisible, especially in parking structures and buildings. How many do we have?

Theme 4: Community members are hesitant to call CPSO to help de-escalate a situation, since they think that means an officer with a gun will show up and make the situation worse. They want reassurance that officers have had the appropriate de-escalation training.

KEY QUOTES:

- CARE Team has encouraged calling. CARE immediately responded with a distressed student. Hugged the person out of the room. Resources have been diminished or not increased with increased need.
- I echo an individual on campus and the person needed help. Because of armed people, do I want to call these people with guns? I don't want to cause harm. CARE team is for students, not others. The perception arming of police had to do with ability to go into dormitories. So, they can go into dorms and curtail bad behavior in police state mentality? Impose on personal rights and freedoms?

- I too, never felt unsafe here. I was here with one officer. I never felt different one way or another. With campus growth, things have changed, we do have times in classrooms when we have disruptive students, and now we don't have any intermediate way to get help that isn't armed officers. It is a challenge and hard to deescalate with an armed person. They don't have capacity to have any in-between.

Theme 5: A lack of adequate lighting, access control, and safety escorts, contribute to individuals feeling unsafe on campus.

KEY QUOTES:

- I do not feel safe in parking structures where people go to bathroom. North of Market Street, I encourage you to take a walk.
- I feel safe on this campus. I feel fine here. There are people who have concerns. The things that people feel, a lack of safety around, are not things that have been addressed in general and not addressed by arming campus police. There is nothing to do with guns, the dark spots on campus parking structures, no visible presence of a safe escort. People are afraid to teach in KMC because of the glass windows. There is no limited access to any of our buildings. There was an assault in the first floor bathroom, but no one was here to see it.
- The escort thing, I don't know anyone who has used it. All we are told to do is to go to CPSO and that is the escort. We have to go to them.

Theme 6: Community members do not trust that campus police officers are adequately trained in the use of lethal force.

KEY QUOTES:

- If you do have an armed force then have a more responsible use of firearms. There were bystanders. Officers didn't take into account the bystanders. Their actions were not appropriate. Jurisdiction. One thing to consider is that students are paying to arm and create police positions. If majority of the faculty and students are against it, something is really wrong here.
- I don't trust CPSO to use lethal force responsibly. They don't have that level of training. Officers don't effectively use nonlethal methods. To give them a lethal option is dangerous and frightening.

Theme 7: There is confusion over the difference between Campus Police Officers, Campus Public Safety officers, and Portland Police Bureau Officers.

KEY QUOTES:

- Intimidating police uniforms, squad cars are police cars. They didn't identify themselves as police vs. safety officer. It's inefficient. There is no type of result. The only thing we have seen is murder.

Theme 8: Community Members believe there is racial bias amongst the members of CPSO.

KEY QUOTES:

- Officer in Washington shooting was involved in a previous bias incident.
- Arabic faculty feel that CPSO has not been attentive to their concerns about safety. They dismissed the threats toward faculty members.

Theme 9: Community members are not comfortable calling CPSO for minor incidences, such as being lock out of an office, because the officers are armed.

KEY QUOTES:

- I misplaced/locked my keys in my office. An armed person comes to respond. Isn't there another staff member? It seems crazy that they are armed. I have never been asked as to why I am to be let in to an office.
- To get an office unlocked, an armed person doesn't make me feel safe.

PORTLAND STATE UNIVERSITY

CAMPUS FOCUS GROUP #2

Location: ASRC515, Boardroom

Date: 10/30/2018

Time: 4:00 p.m.

Facilitators: Steven Healy, Christi Hurt (Margolis Healy)

Attendees: 20 attendees

Mood at Opening: Quiet, pretty neutral

Theme 1: There is an overall feeling of anger, mistrust and frustration among the campus community with the forum and assessment process, and they are concerned that those in authority will not listen to the community, and that marginalized communities' voices will not be heard.

KEY QUOTES:

- I am concerned that if forums are like this, perspective will be skewed. Black kids will not come here to share their soul here. The problem is with the process. You will miss the boat with your report.
- Notification and broadcasting needs to be done now. We want the meetings announced. Making multiple forums for African American community.
- When I hear you tell me that you think the university will be transparent, the university will not be transparent. UPSOC committee that is chosen by the president and reports to VP FADM. That is a stinky process. So few people that want to be on the committee, so they are making calls, and your tenure relies on your committee participation. It's an incestuous situation. If you have a report that says arming is ok, so it will go against the Washington family settlement. A lot of concern as well as skepticism around whatever you tell us as it will be used against the Washington family. Kevin Reynolds gutted the committee, he shouldn't run the oversight committee. You are the hammer towards the Washington family. I don't have confidence in this process. What are you going to do in the face of that?
- We are all powerless against administration. How much are you being paid?
- Process of observation, I appreciate the note taking but I have a sense of wariness and suspicion that permeates and pollutes your role here. I don't trust you. I trust that you will listen but not hear. We've been through a contentious and difficult four years. It is insulting. We are treated with disregard by the president and members of his cabinet. He is gone and we are living with the mess he created. We have been so mistreated and put in our place and kept in our place by the institution, if you don't lead with that story I won't believe that your report is credible. I have suspicion about the process. We have a problem. We don't treat people well. Until that is named in

some way, unless there is acknowledgement that many find their hollow from the start as I don't believe that matters. We don't trust it.

- Beginning of the school year at convocation the administration was subdued. There was a moment of silence for Washington's life but on mezzanine level there were armed police. What is the message around that biggest challenge? The patronizing of this administration that I believe is based on their fear. They think they can run the show. When we were looking at arming the police there were a number of departments whose hand was forced to arm police. They were forced to write letters to that effect. Supervisors told them what they should say. If they didn't say it they would lose their jobs.

Theme 2: Campus members are concerned about the security of buildings on campus, notably the all glass structures.

KEY QUOTES:

- I've been here 18 years, I've never felt unsafe-the buildings lend themselves to issues of safety with multiple entrances and no video cameras.
- The classrooms don't lock and we work in glass offices. There are no actual safety protocols shared across university. There is a video that we see for an active shooter. That is all we have. When [CPSO] armed we became aware of the police. We are part of an urban institution and a feared targeted, homeless, etc. I feel less safe with money put into policing. It increased a police force but not safety.

Theme 3: The community is concerned about the change in officer's attitude since instituting an armed force, and the changes in how they interactions with the campus population.

KEY QUOTES:

- I have had CPSO assistance in escorting people out of the building that have no connection to PSU, and making students uncomfortable. CPSO are super nice, professional, and helpful. I do feel a different sense around campus since the incident in June.
- The Chief doesn't always wear a uniform. I'm more comfortable talking with him in civilian clothes.
- You could tell the difference between a PPB and CPSO officer. Make it more community and friendly. They don't know who you are talking to.
- I was stuck in a parking garage until 11 p.m. at night. They confronted me, offered me help but was accusatory and questioned if I was a student there. It made me feel unsafe, but that dynamic felt unsafe to me.

- I worked closely with CPSO during training. CPSO came and explained their role, of how they are police officers, they get the same training, “we are the police”. Maybe that wasn’t communicated to them what their role is.
- Before arming they didn’t wear uniforms and vests, etc. They weren’t militarized in appearance, just people walking around who had a less defensive manner in which they engaged. I felt we were more on the same team. Now we aren’t on the same team. Sometimes they smile, which is nice, but community policing is more than smiling. I wouldn’t feel safe inviting them into my classroom. It changed our working relationship.
- The residential halls are uncomfortable with their appearance. If just campus public safety officers showed up it would help the mentality of some students here.
- I’ve been here through arming and it sounds to me like community safety personnel would be advantageous. I also think a number of current employees at CPSO are retired PPB, so maybe part of the reason they were hired was to continue being armed. I get very different responses, they are not always respectful of those on the scene, but mostly the people are great.
- Special Ed got a grant for 21 people on campus to be trained to communicate with CPSO. Only a few have the courage to contact CPSO. They do know they belong to campus. Representation between CPSO and that group is not strong. They were armed when the project started.
- There are issues in the residence halls. CPSO comes in in full force. It make residents very uncomfortable. They don’t need to be so aggressive. I am for arming, but the attitude is way too aggressive. Is there a middle ground? Can we have just a handful of armed officers? Or not carry guns?

Theme 4: Community members do not trust that campus police officers are adequately trained in the use of lethal force.

KEY QUOTES:

- Excessive and lethal force. In line with lethal force our campus, our students practice dissent and our administration struggles to work with that. We are practicing democracy and on the other hand the administration gets freaked out and falls back on militarized responses. That feels really dangerous. Are we distancing our students? Active shooters aren’t the biggest threat. Lack of safety planning on this campus in general. If there is an earthquake, what do we do?
- Not institutionalized. Not part of training. The challenging of assumptions, implicit bias, self-reflection. My membership in a group doesn’t give me a pass on learning. There was a student who got drunk and public safety came into the dorm and violently subdued him, there were no guns involved. I am concerned about that same situation with guns being in that equation. I wish they had a better response than kicking butt.

- One big problem is their attitude in situations. You can take the same approach as you would to a house break in as to someone's dorm room.
- After the shooting there should be a dialog relationship building, who do you want to connect with? The officer's appearance is off putting. I don't want to interact with them.
- The conferences where students of color were harassed by campus police. They don't feel safe. This isn't new. Students of color, immigrant and refugee students, additional scrutiny has already targeted them. Officers are fearful of those they are supposed to be protecting. CPSO didn't get de-escalation training and they are acting like all police on the planet. There is no good reason to arm.

Theme 5: There is a lack of visible police presence on campus, and CPSO does not engage with the campus community.

KEY QUOTES:

- What campus safety? There is no perception of safety. You never seen anyone, maybe you see someone drive by in a car once a week. There is not a safety monitor.
- CPSO were circling and didn't interact for 20 minutes.
- When they armed we became aware of the police.
- At night, when students are leaving classes and they are students in hijabs or obviously groups that are being targeted in broader society, we don't have an easy system to have safety escorts.

PORTLAND STATE UNIVERSITY

CAMPUS FOCUS GROUP #3

Location: ASRC515, Boardroom

Date: 10/30/2018

Time: 6:00 p.m.

Facilitators: Steven Healy, Christi Hurt (Margolis Healy)

Attendees: 18 attendees

Mood at Opening: People reading handouts SUSU, quiet and classroom like

Theme 1: There is an overall feeling of anger, mistrust and frustration among the campus community with the forum and assessment process and they are concerned they will not be listened to by those in authority, and that marginalized community's voices will not be heard.

KEY QUOTES:

- They couldn't care less about complaints for some people. It's too reliant on the institution.
- I'm not comfortable with this whole process. So why would I feel comfortable coming to a forum? You are likely to not get those people who are victims because they are done with the process and they don't see a solution.
- The point is that the board implemented these officers and they hired you.
- This is an open campus, a public campus. There is a lot of public participation on this campus. How are you eliciting their input about policing and their interactions in light of this incident? Where was faculty when this was initiated? What is the training and makeup of the police force? How will you look at training for officers?
- How will the results be disseminated to the people?
- Majority of these people are from a law enforcement background. This is concerning to me. It is a heavy bias to work against. How are you acknowledging that? I find it super disturbing. In your time of advising have you ever advised some schools to disarm?
- Three people who voted against arming the police are no longer on the board. There are women of color on the board. William pushed it through.
- I appreciate you being here and what you are doing. What is your position? What do you want PSU to do? Do you think they should be armed?
- With the recent rash of shootings---were your services retained prior to those incidents? We you a part of campus safety initiative's for any other schools prior?

- I have concerns over misuse of energy and resources. Now that we did the extreme route we don't have to do things that would aid or tools and resources in order to not arm. Those resources are all being allocated to the right programs.
- Broader issue is we have no say in how this institution is run. Trustees armed against the wishes of everyone that we talked to. We didn't vote for you we don't want you here and we don't think you will be beneficial. More access and transparency to the decision making. We need to be listened to, years ago.

Theme 2: Community members are not comfortable calling CPSO for minor incidences, such as being locked out of an office, because the officers are armed.

KEY QUOTES:

- It is the equivalent of interacting with a police officer, which is unsettling. The term 'campus security' puts it in a different light. Before they were armed it was polos and khakis and not in full uniform. It is blatant militarization.
- Recently I was walking by CPSO to the Green Zebra and an officer was leaning against the wall, it said 'DISARM' and he said, "I actually enjoy keeping my two arms". About two minutes later he was hovering behind me until I left and it made me uncomfortable. I'm not comfortable calling someone with a gun to deescalate things. It's intimidating.
- Thinking about the situations in which you call CPSO and they being armed makes me want to seek other options.

Theme 3: The campus community highlighted positive interactions with specific campus police officers.

KEY QUOTES:

- One officer you always see on campus, Willie. He is engaging and friendly and trying to project an "I'm here for you" attitude.
- Marci is visible. She used to be in the building.

Theme 4: There is a lack of visible police presence on campus, and CPSO does not engage with the campus community.

KEY QUOTES:

- I remember we had a podium in the library that was delegated for CPSO to be stationed and that was so rarely filled that I don't think anyone was ever there. When someone was there it didn't seem safer. They only occupied the library when it was open overnight.

- A visible absence of CPSO was more intense to the marginalized groups, yes.
- It sounds like there is a lack of security officers and presence. I think someone should get a feel for faculty and students if they want a visible presence or a hidden presence.
- CPSO webpage is not very visible. There is no “about us” on the website.
- As a woman of color I feel unsafe. I feel unsafe walking at night. I’m interested in knowing many people of color attend these. An Islamic student said how unsafe she felt on campus. We don’t have an interaction with CPSO other than vehicles. CPSO are not making attempts to be engaged with people.

Theme 5: The homeless population surrounding campus contributes to the community feeling unsafe, but they are also concerned about how CPSO interacts with the homeless population.

KEY QUOTES:

- A safety issue at PSU is there are a lot of colorful characters and a large homeless population. Most of my concerns are with the homeless people on campus. An armed officer wouldn’t improve interactions. I’ve had positive interactions with others. I feel safe because of community around me but not because of CPSO with arms. My safety concerns are not unfounded. It’s easy to be freaked out by people in a mental health crisis.
- A man was attacked in a park a block from here. But there are colorful characters during the day doing the drug dance. And everybody just walked around him. No one stopped it, so I called the police. I’ve seen people do the heroin dance and people just walk around them. It’s an unspoken thing that people walk together.
- My perception is that campus police do not have a lot of training in dealing with mental health or drugs or homeless people. I would like to know what training they have done.

Theme 6: The community is concerned about the professionalism of CPSO officers and their ability to handle and resolve issues.

KEY QUOTES:

- CPSO comes in for training in housing. It is very uncomfortable and very tense. They make people uncomfortable. The RA’s are not comfortable calling them.
- My roommate and I had a minor stalking incident and I felt like the officers did an ok job. It was a really unpleasant situation to be in and felt very aware that I was a small woman and the officer didn’t make me feel safer. Had to file a report through CPSO. They didn’t want to talk about it. It was so vastly uncomfortable. The results were very slow. They didn’t give us a lot of recourse or next steps. It was not a compassionate response.

- Power imbalances happen like that. In the dorms freshman year there was an incident. I discovered swastikas carved in the door. I told the RA and the RA called CPSO without consulting me. I was in the room, they knocked on the door, in an armed outfit, asked a bunch of questions without any conversation. They were weird and leading questions. They didn't do much about it. They didn't really follow up. Their role wasn't beneficial in this situation. They don't do anything to ensure student safety in dorms. They didn't know how to navigate the administration. They came, took pictures and took the report.
- A boyfriend of mine was sleeping in the kitchen and someone called CPSO on him in the middle of the night. They thought someone snuck into the building. He woke up to an officer armed and demanding he prove he was a student. This was not an acceptable experience. You should not be forced to prove you are a student.
- I did call when I was locked out and they asked me to go wait by the building. It took a very long time to be waiting outside. It felt a little uncaring.
- Maybe not shoot to kill, shoot to wound with Tasers. There should have been audio the second they start responding on body cam.

PORTLAND STATE UNIVERSITY

CAMPUS FOCUS GROUP #4

Location: ASRC515, Boardroom

Date: 10/31/2018

Time: 8:30 a.m.

Facilitators: Steven Healy, Christi Hurt (Margolis Healy)

Attendees: 9 attendees

Mood at Opening: Quiet, formal, classroom feel

Theme 1: In general, community members feel safe on campus. However, they feel there is room for improvement.

KEY QUOTES:

- I feel fine and safe on campus at any time of day. I was here when we armed. We don't talk about safety or security. Sometimes we have an earthquake drill but we never have conversations around safety and security. What does it mean to lock a classroom and have glass classrooms? We jumped. No training, no planning in the space.
- There have been random disaster preparedness trainings. They do touch on active shooter. But they are isolated and optional. Do you have time to do that and how is that actually a big conversation or a here's what you do?
- What does it mean for folks to feel safe? How do we create a community and space to feel safe? Community spaces in SSW, we don't talk about creating community space and what does it mean to be present for each other.
- I think a lot of the general consensus is that people feel fairly safe on campus. Crime statistics don't really warrant a gun. Maybe more staff members are needed. Inadequate staffing, it is under staffed. They should be out walking around rather than in a car. Money should have been spent on staff, not guns. There is difficulty in filling vacancies. Maybe they should increase salaries to make positions more attractive. Taking dollars for guns and vests are not what they need. Willie was brought up before, he is a warm, generous guy. He is a presence when he is out there. He should be the example for more of these people. He does make you feel secure despite being intimidating. You are willing to go to him.
- Administration noticed us feeling less safe, not due to CPSO.

Theme 2: There is a desire for clearer communication between PSU administration and the campus community. The community is looking for more transparency.

KEY QUOTES:

- In the implementation of arming there was a whole committee that was looking at policies and they created oversight committees. There was a lot of information put out, a lot of training as it relates as an employee. I don't know where any of that is. They don't think the level of training has been met. I think the administration is deciding on the work of the committee and is centered in this work. It's a sham committee. It reminds me of our discussions with 18 - 20 on the committee. And how is that connected to safety? If they are charged with oversight, that is really broad.
- What is the point of that committee? What is the disconnect between the committee and administration? The committee is cosmetic to give the community the impression something is being done.
- I think there is a disconnect between administration and the committee. What is the role of this committee if the committee recommendations aren't showing up in an action sort of way?
- The committee is really broad in terms of members but the committee members don't know what the outcome might be. There is a disconnect.
- Where is the transparency?
- Are we doing what the implementation committee recommended doing? What is the status of those [recommendations]? How do we measure it with today's standards?
- Around the issues of reporting and what happens, I think we have a lot of programs in place here but I don't think we communicate effectively. There are times where the university as a whole feels like they don't want to violate anybody's confidence. They go to DOSL and then they start an investigation. Some of that goes into a black hole. I understand confidentiality and investigations by their nature can't really be public, but we do a really poor job of communicating. Whatever the decision is if I don't like it or don't agree, I don't think it's clear where I go next. Regarding a sexual assault from the spring term. DOSL how do you communicate enough and how do you make it transparent without your webpage just being headlines?
- We don't talk about it so I don't know. In my time we have never had that conversation. We have talked more about earthquake kits in the office than we have about what it is collectively thought about what creates a safe space.

Theme 3: There is a feeling that the University is dismissive of student and faculty concerns, especially the concerns of people of color and other marginalized communities.

KEY QUOTES:

- I think our students of color and other countries are targeted by harassers. Students say they have been followed. Students are afraid to take tri-met due to tri-met stabbings. There are lots of perceptions. Muslim students have been harassed. They might not be comfortable to come to events like this.
- Bias response is buried on the website.
- We have no accounting or reporting relating to hate crimes. There is no anonymous reporting form, I don't think there is. I don't think we have enough data to know.
- Sexual assault, theft and hate crimes, harassment of marginalized students from underrepresented groups are issues.

Theme 4: The campus community highlighted positive interactions with campus police officers.

KEY QUOTES:

- They are terrible with names, but very positive interactions. They meet with the student population. Any time we want them to come they are willing to make that happen.
- They assist people in need on campus. I have seen them and have heard instances that they work closely with other agencies to try to resolve issues rather than excluding from campus. I've been impressed with them. Guns make no difference. They do community policing. Obviates the need for weapons.
- Homelessness exists all over, they come here as we are very open. Historically we have gone to CPSO to reconcile and remedy exclusion letters from CPSO. They could not come to talk to anybody about the letter so in those experiences they were fine and I was able to help people figure out their issues so they could not be excluded from the space. I'm not sure what the policies are now. I see a lot of safety due to the location of the office, but previously when they were in their old location they were less visible. They are friendly and kind, to me there is a deeper part of this process, and issues with administration and process, faculty was ignored during the process. Resolutions were suggested at faculty senate and it was ignored.
- I live in the neighborhood as well as live on campus. CPSO are less confrontational and more approachable than the Portland police.
- I may have a unique prospective. I'm in ISSS unit. We have formed a pretty good relationship with CPSO, due to the student population. I find them to be very friendly, they always say hi, they are open to talking. Maybe that experience is unique.

Theme 5: Lack of adequate lighting, access control, and safety escorts contribute to individuals feeling unsafe on campus.

KEY QUOTES:

- Not enough panic buttons where residences are. UO was built over 50 years ago. They are not in residential areas, the female apartment buildings are on the perimeter of campus. There are no panic buttons on those pathways.
- I would second the theft and open offices as safety issues.
- I'm thinking about what to do with an active shooter. I work in SBA in a glass office. I don't like thinking like that. But that comes to mind. It doesn't change behavior a ton. But it comes to mind.

Theme 6: Community members do not trust that campus police officers are adequately trained in the use of lethal force.

KEY QUOTES:

- You could stop someone with a gas. Why don't we examine technology, why do we have to kill them out of reflex?
- The fundamental issue is why are people being perceived as threats when they are not? The use of force is supposed to be when there is a real threat. But that is a perception. So what is the reality?
- I'm curious about how have we been making advances in de-escalation training?
- Why do police have to shoot to kill? I understand Tasers don't kill. Why can't they shoot to mame not kill?
- What arsenal of tools does CPSO have, tasers? What other options were there? What have you been provided with?

PORTLAND STATE UNIVERSITY

CAMPUS FOCUS GROUP #5

Location: ASRC515, Boardroom

Date: 10/31/2018

Time: 11:30 a.m.

Facilitators: Steven Healy, Christi Hurt (Margolis Healy)

Attendees: 13 attendees

Mood at Opening: Quiet, formal, classroom feel

Theme 1: The community is looking for more transparency. They are concerned that those in authority are not listening to the community.

KEY QUOTES:

- We have research on that, when the community was ignored, all the recommendations from the committee were taken to Kevin and he changed the narrative and goals of that document. So they have advisory roles that are then being ignored.
- When the conversation came up it is my understanding most of campus was opposed. Similar statistics from the student population. Those voices were not heard when this topic came up the board ignored the pulse on campus which led to this conversation right now.
- This is similar to several conversations with faculty that we work with. The sense on campus is just extremely discouraged by how the process went. It was a blow to everyone. Everyone felt voiceless. Everyone felt useless.
- I reiterate the reason I am afraid for communities is because of the attitudes of police who are racist and sexist and all the bad things. I'm worried because of their attitude and that they are armed. A question to your recommendation, are you going to recommend within a time frame? The board will move too slowly. Part of this process, and issue with administration and process, the faculty was ignored during the process. A resolution was stated at the faculty senate and it was ignored.
- It seems like one thing that is missing from the conversation is what does arming have to do with different goals? The biggest issue is the community didn't want guns.
- The biggest issue is the community didn't want guns. CPSO drives up on the sidewalk and drives behind me, bullshit intimidation tactics. They don't promote my own safety and security during the day. There is a population that feels unsafe at night without security and there are people that are unsafe because of security.

Theme 2: The community feels that CPSO officers are dismissive/overly aggressive toward the homeless/houseless population.

KEY QUOTES:

- CPSO issues exclusions, bans people from campus. This happens to a lot of unhoused people. Those people can't come to forums as they can't come on campus. Work with the coalition and that works on issues around policing and homelessness.
- A few weeks ago, in a class in Cramer Hall, we had a man come into class who wasn't part of the class. He was disoriented and perceived homeless. He started watching the movie. No one knew what to do. CPSO came and asked who should not be there, it lead to more panic, discomfort and fear then before. We had a discussion afterwards that was helpful. He came back again and we handled it ourselves, we don't need guns.
- Interactions with homeless people and with campus police. A former student, I wasn't here at the time, but repeatedly had CPSO called on him while he was sitting and charging his phone because he looked homeless. They took away his ID as he wasn't a student. Those interactions are pretty common.

Theme 3: There is confusion regarding the jurisdictions of the Portland State Campus Public Safety Office and the Portland Police Bureau, their roles, and the complexities of who has authority over areas surrounding campus.

KEY QUOTES:

- I was walking to Starbucks by the subway on park and passed the Vue apartment building, and I heard screaming. I called CPSO and explained what happened. They said they can't respond to that building, so I called PPB. Waited for PPB for 18 minutes. Nobody came. What happens to our ability to make positive change when all we had was PPB and nobody comes? It may not be perfect, but it's better in certain spots.
- A lot of times over the years at the bookstore we have been in situations on a frequent basis where neither agency will respond. They both blame each other to the point where we don't call unless there is a threat of physical harm. If you have potential harm both agencies will come, but it has left us in a complete black hole for things from shoplifting to nuisances to someone who refuses to leave. The current brass at CPSO has been more responsive and we have good relationship with the officers on the day shifts who come when they are able. It's a daily occurrence.
- I have very positive interactions. I was locked out of the office, it was an easy interaction. I have had to call CPSO with disruptive people in front of the building or people sleeping in the building. CPSO always takes care of the situation respectfully. The response is 5 minutes or so when they come out. They meet needs. The two numbers, emergency and non-emergency is confusing. I would call 911 if there was a real emergency. I'd call

911, as I think they'd be better equipped to handle a real emergency. My interaction were with things of not a very serious nature. PPB is better prepared to deal with active shooter situations.

Theme 4: Community members do not trust that campus police officers are adequately trained in the use of lethal force.

KEY QUOTES:

- Experience seems, in my personal belief, there should not be an armed police force. They are ill prepared to fulfill that position, staffing selection. One officer wasn't hired by PPB because of personality traits and records. Residents feel uncomfortable, they are calling and they are told by CPSO they can't come. They are spread thin, plus the only officers on duty are those that are armed.
- To me the biggest issue is the police. PPB and CPSO don't have enough training. Relationship building training. They need to become better at social justice, their attitudes fuel everything. Are the police listening? They need to make the time. They need to learn history, the white officers especially.
- There are some very good officers on this force who are doing the best they can. But the situation they are placed into is a no win situation. They are understaffed, under resourced, and under trained. No matter how good the intentions.
- A military mind set is problematic.
- Guns are the problem. I believe for PPB and CPSO guns are the problem. The two seem to be melded together. None of them know how to properly use guns.

PORTLAND STATE UNIVERSITY

CAMPUS FOCUS GROUP #6

Location: ASRC515, Boardroom

Date: 10/31/2018

Time: 2:00 p.m.

Facilitators: Steven Healy, Christi Hurt (Margolis Healy)

Attendees: 30 attendees

Mood at Opening: Quiet, formal, classroom feel

Theme 1: Community member spoke out against arming the CPSO officers.

KEY QUOTES:

- I have a list. Disarm security, continue training de-escalation, racial bias, gender issues and mental health incase community outreach, accountability for officers who mess up on the job.
- Arming was supposed to solve things in 2014. It happened against the will of the faculty and staff here and in follow up meetings.
- I think they should be disarmed. It doesn't make me feel safer. I feel less safe with armed CPSO.

Theme 2: The community generally feels safe on campus and in the city of Portland. They highlighted positive interactions with CPSO.

KEY QUOTES:

- I generally feel pretty safe around campus. There is always someone I can call if I don't feel safe. I have called CPSO a couple of times. One incident when I didn't feel safe was during an occupy CPSO event. CPSO is an open place and with the occupation I felt like I couldn't do that. Because of the occupy situation, walking through the blockade was a problem.
- As a non-student, I moved here from Hawaii in 2009, I want to see what is actually happening. I'm on campus three days a week. I generally feel honored to be on campus, I love the open buildings. It's a pretty safe campus, pretty good lighting and well labeled.
- As a staff person I feel very safe on campus. In general Portland is a safe city. As a downtown campus, we have a lot more of a general public on campus. I work on the in EB on the fringe of campus, but always felt safe here and I take public transportation. Our building is secure, we need badge access after and before hours.

- I echo almost everything they said, feeling safe, similar access to offices. The only difference is ASRC has a lot of community folks in it, but I don't feel unsafe.
- I have very positive interactions. I was locked out of the office, it was an easy interaction. I have had to call CPSO with disruptive people in front of the building or people sleeping in the building. CPSO always takes care of the situation respectfully. The response is 5 minutes or so when they came out. They met the needs.
- One time I called them when someone on 6th street was yelling and aggressive at people. I reported the person and CPSO said they'd take care of it. I couldn't stick around so I don't know the follow up. It sounds like they dealt with the situation. I've gone into CPSO for when a car was broken into, stolen property. The way they sat me down and gently talked through and got information was in a very comfortable way. I felt well attended to. When I see them out during a protest, they are just there in case something happens, and I like that. I like that I see them out in the community out and about walking or driving. I like that they are visible to me.
- My interactions have been positive. I was locked out of the office and needing assistance. We have had to call CPSO for client issues. They are appropriate with those issues. And I had a DACA student who spoke out on the news and receiving threats, and they were helpful and supportive to her. When I've reached out, they met my needs.

Theme 3: Community Members believe there is racial bias amongst the members of CPSO.

KEY QUOTES:

- An African American male struggling with homelessness, would seek refuge on campus and had many interactions that were very negative. He left the program, he felt very unwelcome and not dealt with dignity. We did seek consultation with CPSO. Tried to get both sides of story. We didn't feel real comfortable with what they shared.
- I think that depending who the person is filing the complaint I think you get different treatment. Some aren't taken seriously. There is racial profiling in the streets. People of color are not taken as seriously.
- I work for IPV - add in leading workshops with students on campus bystander intervention. How can we be safe on campus? No one wants to call CPSO or PPB, specifically students of color. Police equals not safe for a lot of people.
- Arming was supposed to solve things in 2014. It happened against the will of the faculty and staff here and in follow up meetings. I think people of color have laid bare their trauma, I believe Shoureshi is open minded.

Theme 4: There is an overall feeling of anger, mistrust and frustration among the campus community with the forum and assessment process. The community is looking for more transparency. They are concerned that those in authority are not listening to the community.

KEY QUOTES:

- I will point out that the board is a randomly selected board of people. They decided that they could waste time to not be disarming the CPSO. This is a big span of time. I'm terrified and it is ridiculous. The board and school doesn't give a shit about our safety. They need to disarm. We are fighting to disarm them. Our exact fear has happened. They are taking their sweet time.
- Based off the board's actions by adding so many forums I think it is a trick move to draw us out. I do not think they will listen to us directly. We have three demands in this movement. People with money are taking advantage of that. The community is tired of playing this game.
- Another important factor, where is the president? He has not formally apologized. He sent an email. His lack of trying to connect to students is embarrassing. The board doesn't care. I would be more understanding to connect with the president if he seemed to give a damn about any of us. I've only seen him with the board and he doesn't seem to care about students. Formal bullshit emails about 'sorry for the family'. It is embarrassing, he is a man of color and doesn't care about this.
- I have a list. Disarm security, continue training de-escalation, racial bias, gender issues and mental health incase community outreach, accountability for officers who mess up on the job.

Theme 5: There is confusion regarding the jurisdictions of the Portland State Campus Public Safety Office and the Portland Police Bureau, their roles, and the complexities of who has authority over areas surrounding campus.

KEY QUOTES:

- As a community member there is a lack of clarity around what is PSU and what isn't PSU. It's an open campus.
- You can walk through campus point A to B, you can walk in and out of the campus district a few times. You don't know how to call if there isn't an emergency. It creates uncertainty.
- There was a situation on campus a couple of years ago, threat of a shooter on campus. No shots were fired, they evacuated the building. CPSO didn't respond so PPB showed up and that was all it was. The take away from that was having armed officers didn't help anything.

- The two numbers, emergency and non-emergency is confusing. I would call 911 if there was a real emergency. I'd call 911, as I think they'd be better equipped to handle a real emergency. My interaction were with things of not a very serious nature. PPB is better prepared to deal with active shooter situations.

Theme 6: Community feels they are not prepared if there is an emergency, and do not know who to contact.

KEY QUOTES:

- Run, hide, fight is all they do for training.
- I never thought about shooting drills, because no one has talked about it. We have no drills.
- PPB is more effective. CPSO doesn't make a difference in an active shooter situation.
- With mass shootings we can only do so much as citizens. It is up to first responders. It is frustrating. Waiting on authority figures to get it right is nerve wracking.
- CPSO can't do anything with a civilian bringing a gun on campus. The CARE team is great, but like CPSO, there is a lot of training that needs to be done. There are two sets of rules. Students have a code of conduct, we have to sign but it doesn't apply to citizens and civilians that use the campus. And that is a problem.
- I try to pay attention to exits and I don't think that happens enough. The people who hold the knowledge around policy and procedures are staff and faculty and it should be discussed more openly. As a class we should talk about it. Should emergency procedures be part of a class? Not to create a culture of fear.

Theme 7: Lack of adequate lighting, access control, and safety escorts contribute to individuals feeling unsafe on campus.

KEY QUOTES:

- I've been on the campus access committees and I have not seen what I need to feel better. We have ununlockable classrooms. We don't have adequate exits.
- Students work in trailers as well. I see a huge safety concern, trailers have one way in and one way out. It seems like a huge safety issue with fire or earthquake or whatever. It's a huge concern.

Theme 8: Community members do not trust that campus police officers are adequately trained in the use of lethal force and de-escalating situations.

KEY QUOTES:

- Whatever occurs, I hope that if they remain armed they are trained as such that they know what do to in a situation. What are the steps before I go to my gun? If we do disarm them, what are the steps and processes in these situations? If we call CPSO and we need someone with more training, then what happens?
- White people need to do their work. They need to check their privilege. I have grown up with people of color my whole life and experienced the discrimination that they have faced. We should be dealing with all of this. Bias training doesn't work 100% but it needs to be continuous and constant. Your uniform makes you represent the community and not your beliefs. Majority of officers are white. Proper de-escalation trainings. Periodic psychological tests.
- I think that the power dynamic thing is a large obvious difference for me. Should we be armed when we have a police station four blocks away? Everyone has to do their part. I watched the video many times and as a citizen I see how it could have been handled better. Nationwide there seems to be a trend to not to go to the gun first, not just de-escalation, not stages, properly evaluating the situation. Washington was not the center of the conflict. The response seems excessive.

PORTLAND STATE UNIVERSITY

CAMPUS FOCUS GROUP #7

Location: ASRC515, Boardroom

Date: 11/01/2018

Time: 8:00 a.m.

Facilitators: Steven Healy, Christi Hurt (Margolis Healy)

Attendees: 7 attendees

Mood at Opening: Quiet, formal, classroom feel. Light feel of animosity

Theme 1: There is a lack of visible police presence on campus, and CPSO does not engage with the campus community. The community believes CPSO to be unresponsive.

KEY QUOTES:

- I would say I feel completely safe walking around campus. I have been here since 2004 as a student and an employee. Security, is an area that I don't think is great. I would speak with departments who have regular break-ins. Homelessness, I've had to deal with people inside dumpsters. I don't want to throw stuff on people. When I have contacted CPSO the answer is generally 'we can't do anything about that'. They are unresponsive in a bigger way.
- I feel their priorities aren't always the same. I am at SMSU Operations, to set up events, and we have trouble closing the building. The homeless can be really aggressive against our staff. CPSO is too busy, they never come when we request help.
- In the exterior of campus, I engage with non-PSU people. There are lots of aggressive people on campus- and the response time is nonexistent. They don't come in a helpful time frame. A lot more drug use on campus. People are passed out in exterior parts of the building, non-responsive people. CPSO response's that they don't have enough resources to address the situation. It's an urban campus, I understand the challenges, but it impacts retention of students. As a parent, I'd be concerned by what I am seeing if my student went here. Trash and mess. Reflection of the bigger issues at hand. We have a lot of folks that are creating additional work for the campus community.
- I don't think I have a full picture, we are in FAB, in a temporary spot, so most of us have not felt fully safe in that space. If there was an active shooter, there are lot of places and people would feel very trapped. In the last few months CPSO has been doing random visits. Different folks would call them regularly to have conversations, and it felt like there was no response. It felt very like were we left to fend for ourselves. Response is getting better, but has taken a lot of advocacy from faculty and staff.

- We are a campus that is better moved around on by foot or bike, and would appreciate more CPSO out on foot or bike out on campus rather than see them drive their car. I see them more in the car or by their office.
- If this is a hot spot, why aren't they in that area more frequently? I don't know if they are or are not, they aren't letting us know. It feels like they aren't, but not getting reassurance that this is a trouble spot, not sharing rounds.
- I think they need to be walking around and biking. I get the cars, maybe we need to define our campus as a large collective that we want PPB to be responsible for. Cars are a barrier for involvement. It sends a really bad message.

Theme 2: Community members are concerned with the amount and types of training the CPSO officers have received and their ability to de-escalate situations.

KEY QUOTES:

- Perceptions are that they are trained to de-escalate. They have on-going training. When they received the firearms, were they trained by State of Oregon? It's a concern of mine.
- I am concerned about training.
- What is their maturity level? Not only that, are they continuously interviewed to see if they are fit to carry a gun? Continual, checks and balances, who is looking for them?
- In pairs they have a good cop/bad cop. I'm curious to know what the training is. We should feel comfortable to engage with the officers. When they come across as unapproachable it is not helpful.
- The Grand Jury transcripts. The amount of firing, that they had been trained to fire until the situation is through. That mentality is horrifying. Excessive force.
- As Oregon's most diverse university the cultural competency should be part of training and emotional intelligence, as well.

Theme 3: There is confusion regarding the jurisdictions of the Portland State Campus Public Safety Office and the Portland Police Bureau, their roles, and the complexities of who has authority over areas surrounding campus.

KEY QUOTES:

- I would like there to be collaboration between law enforcement agencies in our geographical areas. University Place is part of the PSU campus, but our students aren't over there. There seems to be a high amount of break-ins, it butts up against ODOT property. It doesn't seem connected to the community. More than our personal safety, but also our guests.

- CPSO was responding to an issue at University Pointe, the question is that CPSO oversees as public safety area. As an open campus, some blocks are not PSU area, are they overseeing other areas? I also think that the community needs to do some community policing, we need to go through the systems in place. This should be a partnership. Having forums or opportunities like this, if we had an annual opportunity to do this. I was unaware of the UPSOC committee. How does that work in PSU action plans?
- There was a break-in in the area that is near the freeway. For people who live near the freeway it is an ongoing issue. There have also been multiple fires. That is not their jurisdiction, but it impacts the campus. It is complex. It's a bigger issue that is passing the buck.
- I do remember before we had sworn officers, there were issues about CPSO not being able to go into buildings, etc. It is better to understand sworn vs. non-sworn. With a campus that is blended into a city I would like to see clear breakdown of what you get and don't get.
- When it comes down to resources- I agree. It's more expensive to have officers than to have public safety officers. Break-ins are at least once a week in some areas, if we could have people address some of those issues. We don't need armed officers if PPB is just down the street. There seems to be no solution to break-ins. Can we have someone check that area nightly?
- It doesn't seem like anyone knows what CPSO's role is. What would the community like them to do? It would help everyone if it was clear what they do and what they don't do. They need that oversight committee and accountability. If nothing is being logged, there isn't anything being done. These definitions, fine, what is their role? Homeless and drug use in the community are different. They may overlap, but aren't always the same.
- CPSO officers are retired Portland police. I'm confused around campus perspective, what is the difference between PPB and then CPSO, why is one acceptable and one isn't?
- One of the big goals was to create an armed police force that is different than PPB, but the self-identification with the role of the police seems to be reduced. The CPSO/PPB dynamic is crazy.

Theme 4: There is a desire for clearer communication between CPSO, PSU administration and the campus security. The community is looking for more transparency.

KEY QUOTES:

- We are a community and we are a campus, since 2004, CPSO is something different. They are not part of the campus community. What if they did more involvement, like the free food market, rather than just policing?

- I agree, I would want more of CPSO to hold some sort of forum about their training. Demonstrate they are being trained.
- There is more transparency and communication about all of it. Ongoing feedback. We don't know how they are trained or if they are fit for service.
- If they did a forum for themselves, it would allow them time to interact. The employees would allow the staff to meet them too. That is crucial to build that relationship.
- Town halls would be beneficial for everyone. It would also give CPSO a voice as well as community members. We don't know where they are struggling.
- CPSO statistics, not only did they give me an idea of what they responded to it influenced in how much activity they have. So how relevant are they? If they shared their call log it would be helpful.
- Why doesn't CPSO have a town hall every term to get feedback? To give a voice to make people happier.
- Identify retention and recruitment process. How do they onboard? How broad is onboarding and orientation to the community?
- My experiences, I am at a point where I won't call CPSO, because when I have the issues I've had they are never addressed. I have seen them across the street but they make a point to say hi to me. They are very friendly, but I am frustrated with my interactions with them. Now I bring a coworker with me instead of calling CPSO.

PORTLAND STATE UNIVERSITY

CAMPUS FOCUS GROUP #8

Location: ASRC515, Boardroom

Date: 11/01/2018

Time: 10:00 a.m.

Facilitators: Steven Healy, Christi Hurt (Margolis Healy)

Attendees: 6 attendees

Mood at Opening: Quiet, formal, classroom feel.

Theme 1: Community members generally feel safe on campus, but note that the homeless population and drug-use cause issues on campus.

KEY QUOTES:

- I would say that in general my perception of safety is mixed. In the office I feel very safe, but we have a lot of transient folks in the building. There are issues with bathrooms on our floors, IV drug use, blood splatter in bathrooms etc. The institution doesn't seem to really move on that at all. This is an ongoing concern that seems to not be addressed.
- I feel no threat here. I felt safe before they armed the police. It makes me feel less safe, I don't worry about how police will react to me but I worry about my students and people of color. The Director of Homelessness Center on Campus HRAC, is worried about mental illness. We will have more people living on the street, and coming to campus, how do I guarantee their safety? How are they profiled and viewed, how do people decide if they belong.
- The sense of safety for me changes at night. There is a sense of isolation. White folk in general have a discomfort. I'm not a threat. But physical safety, I've often felt relatively safe. I've had very different interactions with CPSO. Individual CPSO officers are all right but as a group they are not. We have authored statements of solidarity in disarming.

Theme 2: Campus members are concerned about the security of buildings on campus, notably the all glass structures.

KEY QUOTES:

- The new building is very upsetting as it is all glass. Women who have been stalked can't go in there. Stand on SBA landings and you see you could shoot out all the glass. It's deeply upsetting, armed police are to prepare for active shooter, and we spend all this money on a new building. Building planning should start with safety.
- When Neuberger renovation is complete it will be glass.

Theme 3: There is confusion within the community about what situations warrant a call to CPSO for help and if the officers will actually protect the people asking for help.

KEY QUOTES:

- Protecting undocumented students, faculty and staff. If ICE shows up can I call CPSO and I know they will protect us?
- A few weeks ago someone came to campus with right wing views and that day I never got a response from the university. Who do we protect? I feel more protected by students. I think we need to reevaluate that.

Theme 4: There is a desire for clearer communication between PSU administration and the campus community. The community is looking for more transparency.

KEY QUOTES:

- I want to reinforce what has already been said around one key thing that the institution has to have a willingness to imagine what issues of safety can be like. The institution has to have the courage to think as holistically as possible, it is one reason, everyone is skeptical that the institution is really looking at options to look to unarm CPSO.
- I think it's a combination that is the enshrined power structure. That is the president's office and general counsel and I think they initiated this. Let's examine how we make decisions. There is institutional privilege. It butts up to marginalized groups. Always ask them to rethink how decisions are made. The previous president pleaded with faculty senate and asked to not vote against him. Rahmat will have to deal with that as well, the lack of transparency around how decisions are made.
- PSU has grand opportunity to say to the court system that you didn't go far enough, in terms of excessive force and lethal force. It's a duty and a responsibility. Acknowledge the mistake, it would give them credibility and dignity and it would up their retention. People would be impressed.
- My dream of PSU is with ethics and racial equity, a conversation where we could be national leaders. The experts on this campus, what does it mean to be revolutionary in campus safety, centering on those who need the most protection? Can we center on that first and foremost? If CPSO were partners, that seems like a missed opportunities.
- The fact that it started and stopped with arm or no arm. There was no discussion with the community.

PORTLAND STATE UNIVERSITY

CAMPUS FOCUS GROUP #9

Location: ASRC515, Boardroom

Date: 11/01/2018

Time: 12:00 p.m.

Facilitators: Steven Healy, Christi Hurt (Margolis Healy)

Attendees: 25 attendees

Mood at Opening: Quiet, classroom feel

Theme 1: There is an overall feeling of anger, mistrust and frustration among the campus community with the forum and assessment process, and they are concerned that those in authority will not listen to the community.

KEY QUOTES:

- In the past have you ever recommended that a university not be armed?
- What were the circumstances around that decision?
- What is the goal of the work here and the report? Are you to make recommendations or to present what you've learned?
- In cases where you recommend not arming, what were the alternative options? In an overall assessment are you including the review or the survey with faculty in relevant areas?
- With looking at other models, in the report or the assessment, will you provide alternatives and guidance based on the recommendations?
- I have questions about the draft copy or can that document be shared?
- Besides policing approaches, are you looking at mental health type services as a prevention?
- I'm clarifying the report is your opinion. Your take on things? Or as an impartial party?
- How are you relating to the PPB?
- The forums and the survey. How are you tracking demographic information? How are you getting the sense of who is speaking and who is not?

Theme 2: Community member spoke out against arming the CPSO officers.

KEY QUOTES:

- I've always felt our campus is very safe. I am aware there is always some sketchiness in all urban areas, it's just a human reality. I feel safer at PSU than Old Town. I bring my perception of safety and that my experience is not the same as others. Implicit bias and racial profiling are real issues. I'm against arming, it was a non-issue. I don't see how that will assist in making the campus safer. I feel less safe around uniforms and guns. I have experience around gun violence, I don't want to see that. Andy Griffith never carried a gun. We need common sense understanding of what our public spaces are.
- The campus has changed, as a white woman I generally feel pretty safe. I also know the resources available to me and what the process looks like and it contributes to my personal sense of safety. I feel less safe when I see guns. When I worked in DOSL I worked with lots of officers and I feel concerned for their safety. A big part of the narrative was the guns that it would cut down on sexual assaults on campus. That wasn't compelling. I feel a lot more confident now that the other options that exist are not guns. There is so much knowledge and expertise on this campus. It doesn't make sense to me that we don't try to connect with that knowledge. PPB is right there. We should be able to use those resources. It's hard to see the University is bringing outside people in to assess instead of using expertise here.
- I felt safe in high school with unarmed officers. I don't feel safe here. I've only seen officers in action or response calls. I've never seen them just walking around campus. But I want them unarmed.
- On a personal level, it has shifted how I feel to armed campus responses. I can't say that I feel safe on campus in general, but I can't say if guns were taken away, I'm not feeling comfortable and safe on campus. Something has gone wrong. I'm not sure how to improve a feeling of safety but I can come to a point where let's try removing the guns and see what else we can try. I love it here and it's a dream come true to be here, I want people to feel safe to be here. There are a lot of places Portland has failed certain communities. Let's find a different solution.
- I felt safe in high school with unarmed officers. I don't feel safe here. I've only seen officers in action or response calls. I've never seen them just walking around campus. But I want them unarmed.

Theme 3: The community is concerned about the professionalism of CPSO officers and their ability to handle and resolve issues.

KEY QUOTES:

- Because of Washington, it changes the way I relate to CPSO. Now when I want to contact them I have to think if it will put someone's life at risk.
- It has gotten to a point where you need to stick around to make sure CPSO is doing the right thing.
- There was an incident with a freshman with a guy that was known by CPSO. That guy would steal items from people. They just said they said 'oh yeah we know about that.' They are reactionary, but they don't deal with theft in dorm rooms.
- I have personally seen a lot of policing by these officers, just walking around in groups of two. I see this as my husband has a food cart, and I help there. We spend a lot of time here. One time sticks out, a houseless woman looked pretty beaten, her shin was all bloody, two officers were talking to her, and I stopped to listen, it seemed like they were taunting her and asking her why she was there. I was so concerned I stuck around and I wanted to offer help to her and the officers looked at me and I got the sense that I needed to leave. And I felt uncomfortable. She didn't look like a drug addict. These officers in teams look like they are just laughing with each other. They don't care about their own aesthetic. I'm concerned with their understanding of their responsibility. They do need to be responsible and trained. It was excessive and it makes me doubt.
- Evenings and weekends, if you look at the numbers of CPSO and the hours campus is operational the staffing on the weekends is not effective or efficient. Staffing is a huge issue.

Theme 4: The community feels that the University is dismissive of student and faculty concerns, especially the concerns of people of color and other marginalized communities.

KEY QUOTES:

- I experienced homelessness and, honestly, that was my low point. But coming to campus didn't feel like this was my safe space. Reminder of armed cops walking by. Talking about perception-two cases of violence that stand out for me. One, a student got hit by a car and the Washington shooting. I'm not sure how armed police helped. Arming doesn't match the needs around safety. What is their perception of us?
- It's a question of safety. Safety is something that I don't get to have, safety is not an option to me as a black male and my size, connecting with loss of that already. Is it PSU or the larger context? What is important to me is what we are talking about now. What we are talking about is taking place in a much broader context. Talking about race and violence as a nation, and it is an ongoing conversation. It has short term and

long term consequences. The issue of guns takes the lack of safety to a perpetual sense of trauma. Arming officers has a symbolic meaning. It says we are going to close the ability to contribute to ongoing conversation. It is so important to this, it is our ability to contribute to a larger conversation.

- In IELP, the international students are always telling her they feel unsafe here. Students saying racist remarks, numerous accounts of them being attacked on campus and on transit. They live in dorms and they live on campus. CPSO comes to their program to meet students, and never once heard that actually happen. Students try to get help but due to barriers.... Those students deserve a safer experience.

Theme 5: Lack of adequate lighting, access control, and safety escorts contribute to individuals feeling unsafe on campus.

KEY QUOTES:

- As far as my perception of safety, it changes if I am here late or weekends. I spend most of my time in SMSU, I don't feel unsafe, but late or off hours what concerns me is walking into a bathroom with blood splatter and needle activity. This is my place of work. I don't want to run into that. It is a growing issue. I'm used to a more traditional campus, so this is a big eye opener, keeping the offices locked, etc. We need to have awareness of what is going on. It causes concerns sometimes. Some things become sketchy at night. I think the overall perception of safety is generally safe, but I am concerned for CPSO to respond to situations like that. Arming is a different issue. How it is in our spaces make me feel unsafe.
- I have concerns about the designs of some of the spaces. GSE is a temporary space. We had to fight hard to get a wall taken down so I could see the front door. I brought in CPSO a few times to review the space, and we wanted panic buttons but were told we'd need to have cameras too. The design of the space is key. CPSO can't help anything if the space is bad. It's a planning of space.
- SFS doesn't have any safety protocol. Brinks said the West Hemlock trailers are so unsafe, they won't come. The Financial Wellness Center are aware of what is happening and not doing something about it, as their bodies aren't at risk. The trailers are unsafe. CPSO Officer Jeff went through safety protocols with this. CPSO wasn't included in the trailer decision.

ATTACHMENT 2: PSU SURVEY ANALYSIS

OVERVIEW OF SURVEY RESPONSES

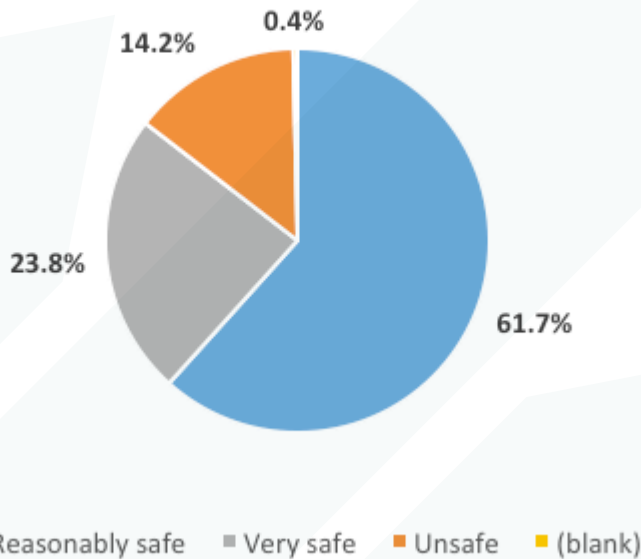
Total Responses by Type:

RESPONDENT TYPE	TOTAL #	% OF TOTAL
Students	2,279	55%
Staff & Faculty	1,147	28%
Community Members	719	17%
Total	4,145	100%

Q1: How safe do you feel on the PSU campus?

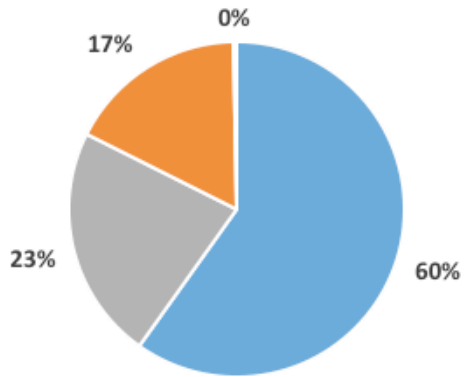
Q1	REASONABLY SAFE	VERY SAFE	UNSAFE	(BLANK)	GRAND TOTAL
Students	1,364	514	394	7	2,279
Staff & Faculty	760	264	118	5	1,147
Community Members	432	208	76	3	719
Grand Total	2,556	986	588	15	4,145
Percent of Total	61.7%	23.8%	14.2%	0.4%	100%

Q1 - How safe do you feel on the PSU campus?



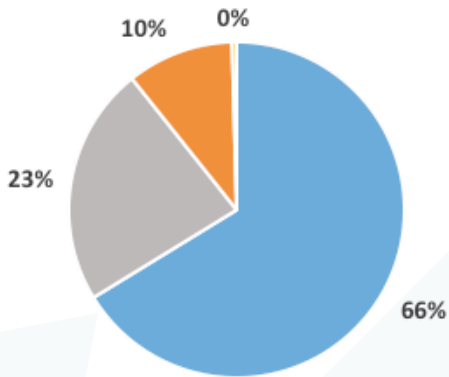
Q1. BREAKDOWN OF RESPONSES WITHIN GROUPS	REASONABLY SAFE	VERY SAFE	UNSAFE	(BLANK)	GRAND TOTAL
Students	60%	23%	17%	0%	100%
Staff & Faculty	66%	23%	10%	0%	100%
Community Members	60%	29%	11%	0%	100%

How Safe Students Feel On Campus



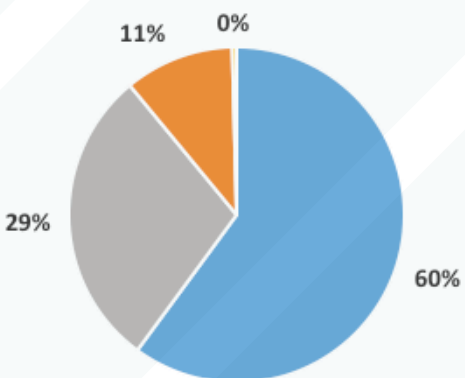
Reasonably safe Very safe Unsafe (blank)

How Safe Staff & Faculty Feel On Campus



Reasonably safe Very safe Unsafe (blank)

How Safe Community Members Feel On Campus



Reasonably safe Very safe Unsafe (blank)

Q1A: Please Tell Us Why You Answered This Way.

The percentages in the following tables should be taken only as estimates as they are categories or themes into which respondents' verbatim answers to the open-ended question have been grouped by the analyst. She may have misunderstood a respondent's answer or may have grouped it into the incorrect category by mistake.

A. REASONABLY SAFE

A total of 2,556 respondents (the largest group) answered that they feel "reasonably safe" on campus. Of that, 2,177, or 85%, answered this follow-up question as to why they feel that way. The percentages in the table below are out of a random sampling of these 2,177 responses.

This was the largest group of respondents, which is not surprising given the answer choices that were provided in the previous question. Most surveys asking a question like this would present participants with a 5-point scale, ranging from "very safe" to "very unsafe," with a middle option of "sometimes safe, sometimes unsafe." Or at the very least a 4-point scale, with two "safe" options ("very safe" and "somewhat safe") and two "unsafe" options ("somewhat unsafe" and "very unsafe").

Here, because the only other answer choices were an extreme "safe" option (i.e., "very safe") and a middle "unsafe" option (i.e., "unsafe"), the "unsafe" answer choice was probably interpreted by participants as "very unsafe" and thus "reasonably safe" became the catch-all middle option (standing in for "somewhat safe," "sometimes safe, sometimes unsafe," and "somewhat unsafe").

This is reflected in analyzing the reasons why people answered that they feel "reasonably safe" on the PSU campus. Many people gave a mixed response here. For example, someone might say something like, "I feel safe during the day but unsafe at night on campus." But these are definitely not people who feel "very safe" or "very unsafe."

Analysis became a challenge because of these two-sided responses. So the first thing the analyst did was code whether the response was "Mixed," only mentioned things that make people feel "Safe," only mentioned things that make people feel "Unsafe," or if it was "Unclear" whether it was something that made them feel safe or unsafe, e.g., "police." These categories are listed in the following table:

CATEGORY	PERCENT OF THOSE ANALYZED
Reasons I feel unsafe (not "very safe")	43.5%
Mixed response	40.9%
Reasons I feel safe (not "very unsafe")	13.7%
Unclear	1.9%

Then there were some commonly stated mixed responses, such as “I only feel unsafe when walking alone on campus at night.” Or, related, “I feel safe during the day but unsafe at night on campus.” Another common example: “There is a large homeless population living on or near campus, and while they go through our trash, come in our buildings, and some appear to be mentally ill or on drugs, they don’t really bother me that much and for the most part are not a problem.” These commonly stated mixed responses are listed next in the table.

MIXED RESPONSE THEMES	PERCENT OF TOTAL
I feel unsafe walking by myself at night.	4.7%
I feel unsafe at night; safe during the day.	4.5%
The homeless/mentally ill population is there, coming inside, yelling/ acting uncontrollably; but not doing anything too bad/worrisome.	1.9%
I feel safe in some parts of campus (e.g., buildings, certain buildings, main campus, etc.); unsafe in others (e.g., parking garages (esp. #3), parking lots, the park blocks, etc.)	1.5%
Something happens/happened to me (e.g., yelled at, spit on, almost punched – almost all of these by the homeless/transient population); but it isn’t/wasn’t that bad and/or infrequent.	1.5%
I feel safe because I’m white, male, etc.; but I know others don’t (POC, marginalized populations, etc.).	1.3%
I feel safe sometimes on campus (e.g., weekdays, when there are a lot of students around, etc.); unsafe at other times (e.g., weekends, early morning, when deserted, etc.).	0.9%
I feel safe doing certain things (e.g., walking in a group); but not doing other things (e.g., walking alone).	0.9%
I feel safe around some people on campus (students, faculty, etc.); around other people I don’t (e.g., strangers, drug users, police, etc.).	0.6%
I see some crime/unpleasant things (e.g., broken glass from cars being broken into, verbal harassment); but not much and/or that bad.	0.6%
I feel safe on campus; unsafe off.	0.4%
I’ve felt personally threatened, but only occasionally/not badly.	0.4%
I worry about theft (property crime), not physical harm.	0.2%

People who feel “reasonably safe” on campus feel **unsafe** because of the following reasons:

REASONS PEOPLE FEEL UNSAFE	%
Lots of homeless/transient/mentally ill/drug users, etc. around campus/coming into buildings, using drugs, yelling at people, being aggressive, carrying weapons, stalking people/ done things to me (or worried will) like yelling, trying to punch me, spit on me, etc.	28.1%
Urban/downtown/city campus	11.8%
BC PSU police armed	9.0%
Unsafe bc of something I have to do or not do/don’t know what to do (e.g., don’t come onto campus at night, don’t take night classes, don’t walk alone, have to be constantly on my guard, etc.)	8.8%
Campus is open/no boundaries/anyone can be around	8.1%
Night is especially bad	6.6%
Something bad has happened to someone I know/I’ve heard/I’ve seen	5.8%
Recent events (shootings, guy ran over people with his car, sexual assaults, etc.)	5.6%
Unsafe bc of something about me (woman, person of color, small, young, etc.)	5.4%
It’s downtown/city; intrinsic risk	4.7%
I do NOT feel safe on campus/some/all parts (park blocks, parking garages, etc.)	4.5%
Worried re: school shooting or other terrible event happening to me or loved one	4.5%

PSU police not around enough; spread too thin on our big campus; not responsive	4.3%
Lack of security features (too few blue lights, no locks on some building entrances, not sure what to if active shooter, etc.)	3.4%
Inherent risk in our world/culture/city	3.2%
Dark, not good visibility, dirty, (heroin) needles around	3.2%
Police in general/CSPO/not trained/won't call them, etc.	3.0%
Something unpleasant/bad has happened to me	2.8%
Jason Washington event	2.8%
Campus is NOT a totally/completely/safe place/some crime/OBJECTIVE	1.9%
Political climate	1.7%
Being on a campus is risky these days	1.1%
Fewer/Lack of people around	1.1%
Feel not part of the community/lack of community	1.1%
Protestors	1.1%
University not looking out for my safety	1.1%
Drivers/pedestrian safety	0.9%
Big campus	0.6%
As safe as anywhere in Portland	0.4%
I feel safe; others are unsafe	0.4%
Worried police will shoot me	0.4%
Worried CSPO's guns will be taken away	0.4%
Mostly NOT college-related people around (at certain times, in certain places)	0.4%
PSU is high profile/gets tons of criticism from far-right; may be a target	0.4%
Worse than other places/I've lived/downtown	0.2%
Freedom of speech not protected	0.2%
I feel unsafe on campus (or anywhere I go), so unsafe on campus	0.2%
Other bad things campus police have done to POC	0.2%
A lot of people around, crowded (MP: related to feeling like it's a target, I believe)	0.2%
Feels sinister or bad atmosphere	0.2%
Worried re: racist or sexist harassment	0.2%
Other reason to feel unsafe	3.6%

People who feel “reasonably safe” on campus feel **safe** because of the following reasons:

REASONS PEOPLE FEEL SAFE	%
I feel safe/don't feel actively threatened on campus/some/all parts (SUBJECTIVE)	12.0%
Nothing bad has happened to me	7.1%
Safe bc of something about me (e.g., white, male, big, etc.)	6.0%
Always crowded/people around who would help me	4.7%
Campus is a safe place/low crime/OBJECTIVE	4.3%
Police near/emergency services nearby/present/responsive	4.1%
Safe bc of something I do or know how to do, know what to do if something happens	3.6%
Security features (key-card access to buildings, blue lights, etc.)	3.2%
I'm only in the area during the day	1.5%
Armed security	1.5%
Well-lit, open, clean	1.5%
Nice atmosphere/"safe-feeling" campus/"feel welcome"/"quiet"	1.3%

Better than other places/I've lived	1.1%
Only heard about minor/few bad things happening to other people/people I know	1.1%
PSU police not around much	1.1%
CSPO respects rights of others/I know them	0.9%
People around are mostly students, staff, faculty – college-related	0.9%
University looking out for my safety/addressing things	0.9%
I am familiar with campus	0.6%
Busy, lots of activity going on	0.6%
Low risk of crime to me	0.4%
I feel safe in Portland, so safe on campus/as safe as I feel in other big, crowded public places	0.2%
Other reason I feel safe	1.3%

QUOTES FROM STUDENTS:

“It is not very safe, but it is not also unsafe. Although I think the campus is more towards unsafe.”

“There is a large homeless population around the PSU campus. I have experienced multiple times walking to my car late at night after class and there are homeless people right outside the parking structure. This sometimes makes me feel concerned about my safety since I normally am by myself walking through campus at night.”

“I live on campus and so I constantly encounter “rural” conditions. Meaning, constant interactions with homeless sleeping on or near PSU where the ground has been littered with potential dangerous items (needles, broke glass). A fair amount of time these individuals also have negative interactions that most students ignore but considering a campus is supposed to be a school, friendly learning environment, this leaves me wary sometimes to be alone.”

“The community of PSU is not inclusive of minority populations, which is in direct conflict with what the campus advertises. I have been verbally harassed on campus by men with sexist and racist comments.”

“I live on campus. This year a man was shot by the police one block from my home. I worry when my boyfriend goes out at night that he might be mistaken for someone intending to do harm because he is a big, tall man. The police should have tasers, not guns.”

“I read an article recently that shared the story of a woman who was brutally raped about four years ago at her Portland State University dorm. I was horrified to learn that Portland State had not taken her report seriously even after she provided the results of the “rape kit” from the hospital. As a woman and a victim of rape, I am always anxiously aware of my surroundings when I am in public but I have always seen Portland State as an institution that held abusers accountable for their actions and supported victims which eased my nerves at least a little bit. Since hearing this woman’s story, I am deeply disheartened that I financially support a school that would not believe victims. I would like to see Portland State work on at least supporting victims of sexual assault/rape

academically, therapeutically and in any way they possibly can. I know how hard it can be to convict someone without sufficient evidence but the least you could do is provide overwhelming support. This woman had a 4.0 and an incredible scholarship which she lost when she was too afraid to see her rapist on campus. I want to see instructors and staff being considerate of trauma especially when students have a history of being diligent academically.”

“I don’t feel constantly scared to walk between classes, but some rooms don’t require keycard access, and there are some houseless people who (while not necessarily violent) are sometimes physically sick or incapacitated right on the campus. Being downtown, there seems to be more people that don’t attend the university in the general area. I think it’s good that we have emergency phone booth areas that can get help at the press of a button. I don’t enjoy having armed officers on campus, but I honestly don’t see their presence all that often. I think the idea of “safety officer” or “police officer” is changing to encompass these officers as social workers as well. I don’t know if this is good or bad, but seeing more of their presence in a positive way could help make for better relationships instead of only seeing them in the news after shootings.”

“I feel safe because no presence or threat of harm has been revealed to me, and if there was then I know it is just part of everyday harms that occur everywhere across the nation. I don’t believe that we will always feel a constant and strong presence of safety because we have no control over occurrences that do signal danger. I feel safe enough on campus to walk from the library to my apartment at midnight, and I feel safe enough to take a nap in the Park Blocks when the sun is out.”

“There are occasional instances where I am in a dark space with small but boisterous groups of male students being hyper-masculine and acting “tough”, but any perceived aggression never seems directed at any passers-by. The vast majority of the time I am more concerned that a PSO might misinterpret someone pulling out a cellphone or vaporizer and someone getting hurt that way.”

“As an African American, and the atmosphere right now, I don’t feel safe anywhere. That said, my anxiety level is at a high when I come to campus, both due to the police and the possibility of some lunatic getting in my space because of my skin color. Yes, it’s that serious.”

“Most of my studies are at the RLSB building (formerly CLSB). I wish there were a few security that could make their presence known, especially because the max station drops off/picks up people right at that location. I have encountered too many people too many times who were clearly under the influence of substances.”

“Because PSU is an open campus anyone can walk or stay on campus for any amount of time. There have been several instances that there have been people who are not students sleeping in doorways and stairways of buildings all over campus, there have been multiple situations of people who are not students gaining access to dorms, or hiding in women’s bathrooms. As a woman myself this is very unsettling to me that

there was someone who accessed a building and was hiding in a women's bathroom. I personally carry pepper spray just in case, but I am also more at ease, and feel safer, knowing that CPSO officers do carry guns and are allowed to use them when they see fit. I am extremely cautious about when I leave campus to, for example, go grocery shopping. I never go alone and take what I would consider to be the normal precautions that someone would take to stay safe in a city. The part of campus that I do feel makes me feel more safe is the key card scanners to gain access to buildings. That makes me think that as long as students are aware of their surroundings people who are not allowed to be in our buildings will not be able to gain access. I do also feel safe because I routinely see CPSO officers driving around campus throughout the day and night, and are available if I were to call for them to help me make it safely back to my dorm."

"My safety actually has nothing to do with campus security. I don't love the stragglers we have coming in from the park blocks and the public that sift through trash cans and yell obscenities on a regular basis. I also don't like how polarized the campus is as groups that have had opposing views are often bombarded in semi violent and at the very least escalating situations from the far left groups on campus."

"Political fanaticism and the complete acceptance of openly vilifying students who are white, heterosexual, non-liberals, or men, often encouraged by faculty. It should be noted that I am a liberal but find the rhetoric and rage that is celebrated on campus by the left to be disgusting and a disgrace to higher education. I had an art class where a student said all men are rapists and the teacher just nodded in approval... It's pure insanity."

"Campus security is responsive to calls and armed, meaning they can actually handle situations if need be if the police haven't arrived yet, allowing me to feel safe if they are called since they are equipped for any situation, including a school shooter. But protests and students that have been directly blocking access to campus security has not allowed me the access to campus security that I needed making me feel unsafe on campus since their office is was not accessible for an extended period of time. Knowing some of the security, I understand their views and rational and feel safe when they have to make important decisions, but the recent shootings by security I don't know as well has me concerned about the training and screening that is being provided for security. The officers that interact with students more frequently and walk around campus make me feel safer as I see their presence on campus and know they are getting to know the school. But the recent shootings have been a concern, not because of the presence of guns, but because of the lack of screening or training or something similar. Not every death involved in a shooting can be prevented, but I feel most of the recent deaths could have with proper training/screening/other similar methods."

STAFF/FACULTY QUOTES:

"I only ever feel unsafe when there's a right wing presence or campus police around. I feel anxious when I see campus police harassing houseless folks in the buildings at night. I only want to see the police if they are deescalating violence, which is usually the opposite of what they do."

"I don't travel through campus- for the most part- with a sense of unease. As a [middle-aged] woman of color, I've lived in a number of urban areas throughout my life and have developed ways of being that have been effective in helping me maintain a sense of safety. That said, recent events (e.g., Proud Boys rallies in downtown Portland, the man who crashed into students on the sidewalk on 6th, police shootings, etc.) have made me increasingly aware of the possibility of these events happening here at PSU."

"During the daytime I think it's reasonably safe, with the usual precautions. After dark I feel very unsafe, as lighting is poor and there are fewer people. I always stay on the regular roadways, never cutting across campus, after dark."

"Based on annual Cleary reports of crimes posted on CPSO site, PSU has been relatively safe. Thefts of bikes and property are the #1 problem. Sexual assaults and harassment are the biggest problems of crimes against persons."

"We are in downtown Portland, I don't think it's possible to feel very safe even with our CPSO department - there are always going to be people on campus who pose risks and take part in both crimes of opportunity and premeditated crimes."

"I have no idea what the plan is in case of a dangerous, real-time situation in my building. Do the building close? Is there a safe room? I don't know. Unfortunately, it's a reality for universities in today's America. :-("

"We are in an urban center that is widely open to the public. On a daily basis, people with no business at PSU wander the halls, sleep on benches, and use the facilities. Also, we do not have a "non-suited" or unarmed response team. With PSU's commitment to diversity, accessibility, and open enrollment practices, we do not have the resources to support our students let alone help them feel safe. The current socio-political climate has everyone on edge, I find myself just this week being conscious of where my exits are, and where I can hide if there is an active shooter. We need more training and workshops from our safety team, not just guns...we have already proven that officers with guns are more likely to hurt innocents."

"There are a lot of schizophrenic and mentally unstable individuals downtown who have a presence on campus and in PSU buildings. I understand these are public spaces and don't want to just ban them and kick them out; I just feel unprepared in dealing with them. I wish I had de-escalation training or other training or resources to call on to make me feel confident while interacting with this population. In the Engineering Departments, there have been many mental health issues with students. I think if there were a student to lose it and bring a gun to school, it would likely be in one of the

MCECS departments. Over in FAB we're also in a City of Portland Building, which seems like it could be another target for an active shooter or terrorist situation. There's also a very real and strong white supremacy community among the student body. In the [limited] months I've worked here there have been multiple incidents of racist and white-supremacist speech used and propaganda found in common spaces, limited-access labs, and classrooms. There has also been vandalism to posters and flyers for events put on by minority, women, or inclusive-oriented groups. In light of all the recent hate-filled violent events perpetrated by racist- and sexist-fueled hatred, I feel like this is an environment where that could happen."

"I am a young white woman who wears professional attire. I walk with purpose, and I don't wear headphones or look down at my phone while I'm walking at night. So I feel confident I'm doing what I can to not look like a target. I do not fear being targeted by police or other authority figures. I am mostly left alone by people when I walk around on campus regardless of the time of day. I put "reasonably" instead of "very" because I do worry about harassment from men (cat-calling, sexist remarks which do happen on occasion) and unexpected aggression from people under the influence of drugs or having mental health crises (people experiencing homelessness have a large community in the immediate vicinity of campus, and while it is very rare that they interact with me, they often carry big visible knives, bats, have big aggressive dogs off-leash, and other club-like weapons around with them. An older woman, who I assume was suffering from mental health concerns, tried to punch me once. Another older woman brandished a shovel and started swinging it at one of my students next to a dumpster outside of a residence hall when the student asked them to please leave. I also didn't put "very" because I have very little faith that Portland Police Bureau has the desire or capacity to respond consistently to concerns on campus. I also feel at the mercy of what CPSO dispatch deems an emergency. There are a few nice dispatchers, as in they answer the phone in a tone that sounds friendly, but most of the time they sound like you are just wasting their time. They have an exasperated tone and make you feel stupid for calling. Then they tell you "someone is on the way", and you could wait anywhere from 5 to 90 minutes for an officer to show up. A reason I feel "reasonably safe" instead of just "unsafe" is because I took all the self-defense courses offered by WomenStrength and now feel more aware of my surroundings and able to stand up for myself or fight back if absolutely necessary. I also do have some positive relationships with CPSO officers which increases my positive perception of their availability and skill."

"I have not had too many issues and feel safe for the most part. When parking in the art building lot during dark hours I feel more unsafe due to the large amount of broken glass from car break-ins. I would never leave my car in the lot overnight as there are no security cameras. Once, while teaching in the art building annex I had a mentally unstable man join my classroom and refuse to leave. I had to request him to leave multiple times. Additionally, the bathroom on the right on the first floor of the art building has a bend in the single stall room, making it possible for someone to be locked in there without your knowledge. The bathroom needs a mirror in the corner to make the

whole room and anyone in it visible upon entering.”

“I’m on campus mainly during daylight hours in which many people are around to help diffuse any situation that might arise. The non-daylight hours present a different situation. I sometimes arrive on campus with my team full of girls at odd hours due to competing in sports. During these hours there are several belligerent, high or put of their mind individuals around campus. These people are unpredictable & confrontational. They have chased girls on my team into the closest open building fearing for their safety.”

“I feel safe at the moment, however am concerned about disarming PSU Police Officers. Having attended and then worked at a college that had an active shooter, it’s concerning to me that we may need to rely on Portland Police to engage active shooters. It took 6 minutes for the city police to reach the campus I worked at and in that time 9 people were killed. PSU is a much larger campus and Portland Police response rates may take longer due to needing to navigate the urban campus as well as attending to the needs of a large city. How will campus police engage an active shooter without being armed?”

“There are times when I feel unsafe. The general public has access to almost all areas of the university, right to my office door. I witnessed instances where members of the general public exhibited uncontrolled behavioral symptoms that required attention by campus security.”

“Our campus is porous to the streets and the neighborhood, rightly so. At the same time, sometimes this means that folks with no connection to the university show up in rest rooms, in the library, and other very tight academic spaces where they have special needs or issues. A woman almost gave birth in a Cramer Hall bathroom some years ago. This is not a question of my personal safety but more that we are open and that openness requires mindfulness and sometimes support.”

COMMUNITY MEMBERS:

“I have had increasing concerns about public safety officers who are armed. I have volunteered with various law enforcement organizations and I’m concerned that the protocols, training and resources that are available to law enforcement organizations is significantly more intense than what PSU PSO’s receive - also just because the PSO’s have been with other law enforcement organizations does not indicated an increased level of skills.”

“I didn’t really ever feel safe when I had evening classes in winter/fall. It would be very dark when I was walking to my car at night. I usually had to park far away from campus to avoid paying a lot of money and the night walk was scary. I never saw any security during these hours so I felt like I was on my own. But during the day I never really felt unsafe at all.”

“I’m a 6’4” 350lb white male. I rarely feel unsafe due to the associated privileges. The campus seemed fairly safe when I was there and only seems to have improved when I have visited the area. Most aggressive people I encountered there were the street preachers

and pro-lifers in the park blocks. The occasional incident with homeless people doing meth in the bathrooms, passing out, vomiting in the music dept. was somewhat expected. Thankfully I never witnessed or heard about much violence. It was safer than riding Trimet.”

B. VERY SAFE

A total of 986 respondents (23.8%, the next largest group) answered that they feel “very safe” on campus, but only 810 of them (82%) answered this follow-up question as to why. The percentages in the table below are out of these 810 responses.

THEME	%
I've never experienced, seen, or felt anything while on campus that made me feel unsafe.	35%
There is campus police/security/public safety.	22%
There are always lots of people around (who can serve as witnesses or help if I need it).	14%
It's a safe or safer place (because it's in Portland, a low-crime city or area of the city, etc.).	12%
There is “armed” campus police/security.	8%
I am white/male/cis-gendered/privileged/middle class/tall/big/older/etc.	7%
The time of day or how I'm on campus.	7%
The campus atmosphere is “welcoming,” “diverse,” etc.	7%
I stay aware, walk in groups, don't go on campus at night, etc.	6%
Campus is well lit.	5%
"I just feel safe here."/"I don't feel threatened or unsafe on campus."	5%
There are lots of safety resources (“emergency posts”/“buttons”/“lots of resources to run to”/“blue security kiosks”/“alarms”/“key card access on doors”, etc.)	4%
Most of the time it's mostly students on campus.	2%
I am familiar with the campus and/or Portland.	1%
The non-PSU folks (i.e., “homeless”/“diverse people”/“occasional weirdos”, etc.) on campus don't bother me.	1%
There is close/easy access between parking or public transportation & the building(s).	1%
It's better than downtown.	1%
Campus is public/open/has good visibility.	1%
Some other reason I feel very safe on the PSU campus.	5%
THINGS EVEN PEOPLE WHO FEEL “VERY SAFE” ARE WORRIED ABOUT:	
Armed CSPO/cops	4%
Protesters	1%

STUDENT COMMENTS:

“I have never felt in danger or have feared physical harm while on the PSU campus.”

“I feel much more safe knowing that the police are armed on campus, most people I have spoken to feel the same way and do not want police disarmed. I have had nothing but amazing interactions with CPSO and would like to continue to see them protecting us as sworn armed officers. Otherwise I may have to take my protection into my own hands.”

“Armed campus security closes the response gap that it would take regular Portland Police to arrive in order to address serious crimes or threats that they otherwise could not engage in themselves if unarmed. Armed campus security makes me feel that no one will get away with harming others on campus.”

“PSU is a welcoming, diverse campus. Violence will not come from the student body, and if it does, it won't be something that can be stopped quickly or effectively.”

“Portland is a safe city. There is very low crime. I have only felt unsafe at PSU after an innocent civilian was killed by campus police.”

“One of the safest places I've ever been.”

“I feel safer on campus than I do riding the tram or walking around in Portland. I trust that I am unlikely to be harmed by a person from the community, a student, a faculty or security personnel on PSU campus. I feel I have a higher level of protection as a student than I do in the community on my own.”

“Concerning the tragic recent events concerning Jason Washington, Multnomah County has decided that the actions taken by our security were appropriate. Based on my own research, I would agree.”

“In all the years I have spent around PSU campus at various hours of the day and night, I don't think I have ever had an incident that made me feel like I was in physical danger. In classrooms and certain facilities I frequent, I feel comfortable leaving my belongings unattended which takes a certain level of security. Campus Public Safety didn't make me feel more safe before they had guns, and I certainly don't feel more safe now that I know that they might use them in situations that don't appear to be necessary. Apart from guns, it makes little sense to have a police-like force that drives around in gas guzzling Crown Victorias at 8 mph wearing full body armor. Let's outfit CPSO in a way that helps them relate to the student body, Not in a way that displays a show of force and makes people feel unsafe.”

“It's rare to see anyone on campus that actually looks threatening. Honestly, it tends to be the protesters or the people that are winding up for a huge rally/speech about how “your souls are all doomed for not following so and so” that lower how safe I feel and even then it's more like being wary of getting caught in something than genuine fear for my life.”

C. UNSAFE

588 (14.2%) said they feel “unsafe” on campus; 578 (98%, or almost all) of them answered the follow up of “why”.

THEME	%
Campus security is armed/armed but untrained	36.7%
A lot of shady people around/in OR many non-students on campus, "people on the street can be suspicious sometimes", "disadvantage to location is "number of people not affiliated with the university in the area"	20.2%
I saw or heard about or experienced something bad/crime.	17.6%
Buildings not secure/safety resources lacking	17.0%
Jason Washington event	16.1%
Only feel unsafe when dark/fewer students around/in enclosed area/walking alone at night	14.4%

Some parts of campus/downtown Portland & some streets running through campus feel unsafe (Parking garages, certain stairwells and bathrooms mentioned by 7.0%; Park blocks specifically mentioned by 2.3%)	11.1%
Homeless/non-students in the buildings/classrooms	10.6%
Little security presence/some places more patrolled than others	9.4%
Recent EVENTS: Because of the recent campus shootings, and other incidents such as the man who intentionally ran over several students with his car in front of the rec center, I don't feel as safe as I use to.	8.8%
FEARFUL bc of something I am "woman"/"visibly queer"/"trans"/"new to city life"	7.9%
Non-students have bothered ME/had some minor issues	7.6%
Homeless/mentally ill done something minor (not crime)	7.6%
Middle of downtown/ "deep urban setting"	6.2%
Protestors	4.7%
I worry about armed suspects and active shooters	3.5%
Ground has been littered with needles, broken glass, feces, vomit	2.9%
Negative campus atmosphere: a campus is supposed to be a school, friendly learning environment, this leaves me wary sometimes to be alone.	2.9%
Admin doesn't support students	2.9%
Personally feel safe, feel that others are unsafe (June event)	2.6%
Open campus	2.3%
People have guns	2.1%
Disarm	1.8%
Suggestions	1.5%
"Portland is sketchy"/nestled in a city with a very big problem with homelessness and associated crime.	1.5%
Can't conceal carry	0.9%
Feel I must always be cautious/need to pay more attention/remain vigilant	0.6%
I always feel a bit unsafe wherever I go	0.6%
White men harassing and catcalling me/other students	0.6%
Mass shootings and random violence happen all the time, it's impossible to leave the house and feel 100% safe especially when you're a minority.	0.6%
Crazy drivers/almost hit peds/bikers	0.6%
"I feel no more safe at PSU than I do in the rest of downtown"	0.3%
"Because our trained and armed university police officers have no-to-low actual, hands-on experience with activities that require armed force due to the size and nature of our campus."	0.3%
Other reason to feel unsafe	12.9%
SOME PEOPLE WHO RESPONDED UNSAFE STILL FEEL SOMETIMES, THEY SAID THE FOLLOWING THINGS:	
Some things make me feel safe (clean, well-lit) but some areas/things still make me feel unsafe	4.1%
NOT Fearful bc of something I am	1.2%
Daytime ok/Time I'm on campus/how (short walk)	1.2%
Police/"emergency response centers" are (always) close by/"CSPO is responsive and available"	0.6%
I personally/usually/generally/for the most part feel safe/I don't feel actively threatened.	0.3%
Little can be done to make it safer	0.3%
Feel safer in buildings bc they lock/classrooms	0.3%
Feel safer on campus than surrounding areas/main part of campus feels safe	0.3%

QUOTES ABOUT WHY RESPONDENTS FEEL “UNSAFE” ON THE PSU CAMPUS:

“The armament of campus police represents a direct threat to marginalized communities. I do not feel safe seeking assistance from CPSO when I fear any call I make to them may inadvertently result in the death of black brown or queer persons.”

“Armed CPSO officers, far-right white supremacist speakers and protesters, racism and white supremacy culture in the classroom and internships. Experiences of racial harassment are ordinary here.”

“Because campus security have firearms on them that can kill someone very easily nor do they have the proper training for using this device. After my friend was killed by campus security, I do not feel safe. How would you feel if a loved one was murdered by someone who was supposed to protect you? I’m all for campus security and safety but seriously who ever came up with the idea of arming them is a fucking idiot. Please tell them I said that.”

“I do not feel safe due to the lack of security on campus and the ability to come into campus buildings without being a student. I also feel unsafe BECAUSE of the type of security have. We have racially biased, ARMED, and improperly trained POLICE officers. It is exclusionary to students of color who cannot only feel unsafe because of the type of campus we go to school on, but also because we cannot trust the people that are supposedly trying to protect us. ALSO the park blocks are completely unsafe for people at night and early morning. Those who are victims of sexual trauma (myself included) are too scared to walk through campus alone SIMPLY because it is not well lit and there are not enough emergency phones.”

“There is no way to feel safe on a campus when you know there are guns present. Not only are there guns present, but the people holding those guns are part of an institution that was literally built on racism and violence. It is no secret that the police have a long history of unnecessary violence, which is now able to be broadcasted and exposed through use of smart phones. It is no secret that police target people of color, black men specifically, more than they do white people. Whether it has to do with internal fears or blatant prejudice, it is abhorrent and it is an inappropriate and, frankly, cruel thing to bring on to a college campus. You are endangering the lives of every student on that campus when you made the conscious choice to arm the campus guards. You are ESPECIALLY endangering the lives of those who are black, hispanic, muslim, indigenous, etc.”

“I have to walk from the engineering building @ night for the entire semester. You know how many CPSO officers I’ve seen on the beat in this area around the engineering building? 0. How many Portland Police officers at night? 0. You know how many I see at the park blocks @ night? 0. Zero, zero, nothing. They need to PATROL ON FOOT. I don’t see their cars. No excuses, I’ve been here for 4 years, am a practical person, and it was only up until this year with the new administration things have been going south, and I used to live on campus and walk to Safeway. You wanna see how unsafe it is?”

Fine, easy example: Check out the poor job they do monitoring the entrance to highway 26 from Clay Street which is how people exit from Portland State towards Beaverton. You know what's 1 block away (but still closed at night..)? The Helen Gordon Child Development Center. You know how dumb it is to not fund [campus security] and have an argument to disarm them? Look, mistakes happen, I'm 100% pro police present. But I don't see it! Dissolve the CPSO, and let the Portland Police step in, or quit funding the sports programs and fund the CPSO officers. Safety first, we are a URBAN COLLEGE WITH URBAN PROBLEMS. Take care of it, things are getting worse. I went bowling and had to exit through another door through the building, why we letting in random people into the college? Badge entrance 24/7, don't be stupid. Station police on the lit corridors, just show up for peets sake. I should be able to recognize the officers in plain clothing by just knowing that they're walking around. Man, I'm tired of not having the CPSO officers better funded. Don't try some stupid progressive new age thing. Broken Window theory, it works. Show up. Let your presence be known. Have them stationed on the 2nd floor of SMSU with a loud speaker if need be and a central station in the park blocks. That's where the majority of these students are. You know why I have to walk from the engineering building to parking structure 3 every night? BECAUSE IT'S THE CHEAPEST PARKING ON CAMPUS!!!"

"[I feel unsafe on campus] Because I have had my car broken into and see broken glass (and sometimes, backpacks that have been dragged into the stairwells and rifled through, scattering the contents all over the stairs almost every week in the parking garage and I know it is from junkies. I have also heard from friends that it is not all that uncommon for people to be mugged at night. Also, I have seen several people acting aggressively for seemingly no good reason. For example, about a month ago, I saw a man screaming at a car (not sure what caused it) before picking up a rock and trying to catch up with the car which was parked at a red light in front of the engineering building. I also had someone get aggressive with me after I refused to give him a cigarette, yelling at me, calling me a fuckin' bitch and so on. It is really not all that uncommon to see people walking around screaming at people (or sometimes nothing). I should also note that I grew up in [an area of Portland] which is not the worst neighborhood that the Portland metro area has to offer but it is pretty bad so I know what people look like and act like when they are on something, and there are a lot of people who wander around here who are on something. Some of the behavior may be due to mental illness as well but at the end of the day, I feel less safe here than I do in [the area of Portland I grew up in]."

"The homelessness, amount of drug users, needles, the vast amounts of cigarette usage despite a ban. I have stepped over homeless people in PSU bathrooms who are shooting up, I have been harassed. I have seriously considered transferring solely on the safety. I have been followed, harassed, and many other things. I would NEVER take an evening or night class due to safety concerns at the campus. I have got my concealed carry permit to carry a taser solely because of me being forced to come here for school."

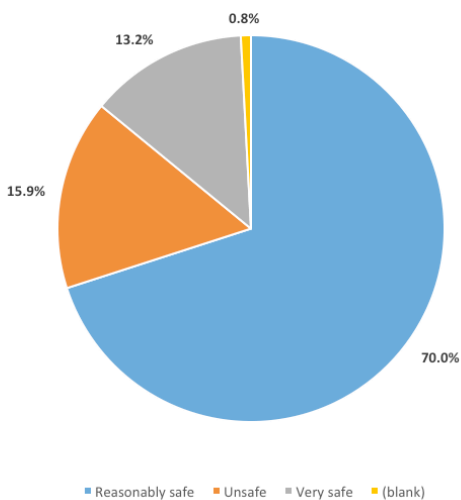
“Multiple incidents. The most recent of which I watched a female student walk from the Karl Miller Center several blocks completely unaware as someone began stalking her, clearly with bad intentions (breathing down the back of her neck, looking all around for onlookers - the only reason I don’t believe she noticed him is because she had headphones in). Far too many incidents occur nearby after the evening classes. My proposal in a recent course was to institute a campus-wide text system where one student could send a text in if they saw something like I did and a moderator would either let campus security know so they may respond or send out a mass text to all students/subscribers to make them aware of a situation. A student in my last class had someone who appeared to be on drugs approach her at a bus stop. A text message in that situation would have been discreet, versus a phone call to security that could have aggravated the situation and been more time consuming.”

Q2: How Safe Do You Feel in the Areas Surrounding The PSU Campus?

Most respondents (70%) answered that they feel “reasonably safe” in the areas surrounding the PSU campus. This is similar to how safe people feel on campus, and was also the most common response among all three groups of participants. However, unlike how people feel on campus, the next largest group of respondents (combined) were those who feel “unsafe” in the areas surrounding the PSU campus. But as shown in the following table (highlighted), this was true only for students. More staff and faculty as well as community members reported feeling “very safe” in the areas surround the PSU campus than “unsafe.”

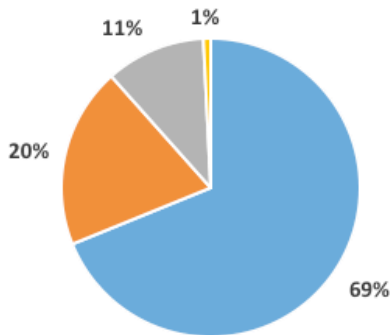
Q2	REASONABLY SAFE	UNSAFE	VERY SAFE	(BLANK)	GRAND TOTAL
Students	1569	446	246	18	2,279
Staff & Faculty	828	130	178	11	1,147
Community Members	505	85	123	6	719
Grand Total	2902	661	547	35	4,145
Percent of Total	70.0%	15.9%	13.2%	0.8%	100%

Q2 - How Safe Do You Feel in the Areas Surrounding the PSU Campus?



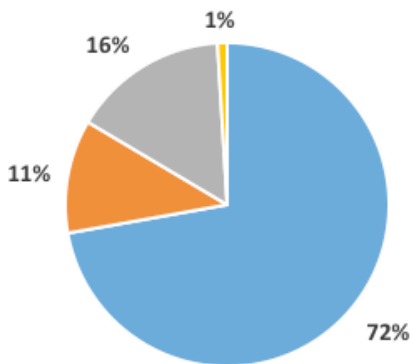
Q2. BREAKDOWN OF RESPONSES WITHIN GROUPS	REASONABLY SAFE	UNSAFE	VERY SAFE	(BLANK)	GRAND TOTAL
Students	69%	20%	11%	1%	100%
Staff & Faculty	72%	11%	16%	1%	100%
Community Members	70%	12%	17%	1%	100%

How Safe Students Feel in the Areas Surrounding Campus?



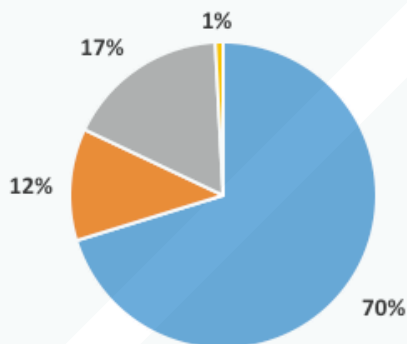
Reasonably safe Unsafe Very safe (blank)

How Safe Staff & Faculty Feel In Areas Around Campus?



Reasonably safe Unsafe Very safe (blank)

How Safe Community Members Feel In Areas Around Campus



Reasonably safe Unsafe Very safe (blank)

Q2A: Please Tell Us Why You Answered This Way.

The percentages in the following tables should be taken only as estimates as they are categories or themes into which respondents' verbatim answers to the open-ended question have been grouped by the analyst. She may have misunderstood a respondent's answer or may have grouped it into the incorrect category by mistake.

Many respondents simply answered "see above" or "same" to this question. Or they simply copied and pasted their response to the prior question rather than answer this one specifically. Perhaps this is in part because, as one respondent put it, *"The campus and the areas surrounding the campus are indistinguishable - the PSU campus IS downtown Portland, downtown Portland IS PSU campus. You cannot answer questions about one without considering the other."* Because of this, respondents may have felt that they were being asked the same question twice.

Most of the time this was fine; sometimes it didn't make sense. Example, *"The PSU campus feels much safer than other areas of downtown."* The analyst did the best she could with these cases.

A. REASONABLY SAFE

Please see the comments about "reasonably safe" responses above.

There were 2,217 responses here, out of 2,902 respondents saying they feel "reasonably safe" in the areas surrounding the PSU campus (a 76% response rate). A random sample was analyzed for themes.

People who feel "reasonably safe" in the areas around campus feel **unsafe** because of the following reasons:

CATEGORY	PERCENT OF THOSE ANALYZED
Mixed response	38.6%
Reasons I feel unsafe (not "very safe")	36.2%
Reasons I feel safe (not "very unsafe")	20.5%
Unclear	4.3%
Not applicable	0.5%

MIXED RESPONSE THEMES	PERCENT OF TOTAL
I feel unsafe at night; safe during the day.	8.6%
The homeless/mentally ill population is there, yelling/acting uncontrollably, being aggressive; but not doing anything too bad/worrisome.	2.9%
I feel safe in some parts of downtown Portland; unsafe in others (e.g., parking areas, the park blocks, etc.)	2.4%
Something happens/happened to me (e.g., yelled at, spit on, almost punched – almost all of these by the homeless/transient population); but it isn't/wasn't that bad and/or infrequent.	2.4%
I feel unsafe walking by myself at night.	1.0%
I feel safe because I'm white, male, etc.; but I know others don't (POC, marginalized populations, etc.).	1.0%
I feel safe doing certain things (e.g., walking in a group); but not doing other things (e.g., walking alone).	1.0%
Feel less safe now/late/in recent years	1.0%
I feel safe around some people on in these areas (students, faculty, etc.); around other people I don't (e.g., strangers, drug users, police, etc.).	0.5%
I see some crime/unpleasant things (e.g., broken glass from cars being broken into, verbal harassment); but not much and/or that bad.	0.5%
I worry about theft (property crime), not physical harm.	0.5%

People who feel “reasonably safe” in the areas around campus feel **safe** because of the following reasons:

REASONS PEOPLE FEEL UNSAFE	%
Lots of homeless/transient/mentally ill/drug users, etc. in the area/ yelling at people, being aggressive, /approached me, asked me for money, etc.	31.0%
Urban/downtown/city campus	9.0%
Unsafe bc of something I have to do or not do/don't know what to do (e.g., don't come in the area at night, don't walk alone, have to be constantly on my guard, etc.)	7.2%
It's downtown/city; intrinsic risk	5.7%
PSU police are armed	4.8%
Night is especially bad	4.3%
Unsafe bc of something about me (woman, person of color, small, young, etc.)	3.3%
I feel unsafe in some/all parts of these areas/parking areas, etc.	3.3%
Unsafe bc of something about me (woman, person of color, small, young, etc.)	3.3%
Recent events (shootings, guy ran over people with his car, sexual assaults, etc.)	2.9%
Dark, not good visibility, dirty (ie. Needles, broken glass from cars being broken into, etc.)	2.9%
These areas are NOT a totally/completely/safe place/some crime/OBJECTIVE	2.9%
Protestors/protests	2.4%
Area is open/public/anyone can be around	2.4%
Inherent risk in our world/culture/city	1.9%
Police not doing their job well	1.9%
Police stretched thin	1.9%
Drivers/pedestrian safety	1.9%
Political climate	1.4%
Worse than other places/I've lived/downtown	1.0%
I feel safe; others unsafe	1.0%
Something unpleasant/bad has happened to me	1.0%

Something bad has happened to someone I know/I've heard/I've seen	1.0%
No campus security avail	1.0%
Worried re: school shooting or other terrible event happening	1.0%
I feel unsafe or anywhere I go, so unsafe in these areas	0.5%
Worried I'm a target	0.5%
Lack of other security features	0.5%
I am NOT Familiar with Portland	0.5%
Fewer/Lack of people around	0.5%
Feel not safe academically	0.5%
Feels sinister or bad atmosphere	0.5%
Portland is a big city	0.5%
City not taking care of the problems	0.5%
Other reason to feel unsafe	3.8%

People who feel “reasonably safe” in the areas around campus feel **safe** because of the following reasons:

REASONS PEOPLE FEEL SAFE	%
I feel safe in Portland/some/all parts (SUBJECTIVE)	11.0%
Portland is a safe city/low crime/OBJECTIVE	7.6%
Nothing bad has happened to me	5.2%
Always crowded/people around who would help me	4.8%
Safe bc of SOMETHING ABOUT ME	3.8%
Police near/emergency services available/nearby	3.8%
Safe bc of Something I DO, can do (i.e., walk around alone at night) or KNOW how to do if something happens	2.9%
Homeless/transient people don't bother me/not around/not too many	2.4%
Well-lit	1.9%
I feel as safe as I do in any other public space	1.4%
I'm only in the area in the daytime	1.4%
No PSU police	1.4%
Low risk of crime to me	1.4%
Better than other places/I've lived/campus	1.0%
Nothing bad has happened to anyone I know/other people/I haven't seen or heard about anything bad happening	1.0%
Armed police	1.0%
I am FAMILIAR with Portland	1.0%
I feel safe on campus, so safe in the surrounding areas	0.5%
CSPO doing their job well	0.5%
Busy, lots of activity going on	0.5%
Part of this community	0.5%
"feels like a bland business district"/no scary areas/quiet	0.5%
City is taking care of it	0.5%
Other reason I feel safe	1.4%

QUOTES FROM STUDENTS WHO FEEL REASONABLY SAFE IN THE AREAS AROUND THE PSU CAMPUS:

“Police don’t do much more, I live three blocks from PSU, but the only time I deal with the crime from PSU is when the members are going to their campsites, oddly I am often recognized from PSU campus and just say hi.”

“I feel like there should be another button to hit saying “relatively unsafe” because while I don’t feel completely unsafe, I also know how large Portland is, how overwhelmed PPB is, and how the rest of the city outside of PSU campus is not Campus Security’s jurisdiction. I feel that if something were to happen to me, unless it was a really violent crime and reported immediately with witnesses, my case would go to the bottom of the barrel as far as priority goes. I’m pretty uncomfortable with walking alone at night when I’m coming home to Hillsboro from my classes. I don’t even really like taking the MAX by myself.”

QUOTES FROM STAFF AND FACULTY:

“The park blocks are sketchy at night. Going towards town on the bus mall is ok but I avoid the park blocks and the area by the Cheerful Tortoise - always have the entire 10 years I have been here.”

“Portland downtown seems reasonably safe during the day, but again, all downtowns of big cities have regular criminal activity. That being said, as a pedestrian, I am far more likely to be hit by a car than be a victim of criminal activity since drivers around campus and the rest of downtown do not watch out for pedestrians. However, next term I will be taking classes at night and I am already concerned about having to walk across campus and downtown late in the evening to catch MAX.”

“We live and work in a busy urban environment, and considering the number of people coming to campus every day, the city and the university seem relatively safe to me. I have worked at PSU for seven years and I have never had any experience on campus that made me feel personally unsafe. Until a man was shot by campus police just a few yards from my office window.”

“In general I find Portland fairly safe, though the increasing presence of homeless people and some of the issues surrounding them causes some concern. Having said that, this is a city and there is crime, which just reflects the nature of urban environments. There are break ins, assaults, drugs, and other crimes that campus police manage every day that other police departments have no interest in addressing.”

“Because in these areas we are as safe as in any other public space. But classrooms have been shown to be attractive as spaces for people to attack. A bunch of unsuspecting people, trapped and unable to defend themselves. The new business building is just incredible in this climate. Glass classrooms. Absolutely nowhere to hide in the event of an attack.”

COMMUNITY MEMBER QUOTES:

“Mostly safe. Exception is the corner of SW 13th and Montgomery. Not unusual to see super stoned people, broken car glass and people crossing the fences toward the freeways.”

“When seeing shows and visiting the Portland Art Museum at night, I am careful walking to transit or my car. I’ve never had anything negative happen so it is preventative wariness. The park blocks are dimly lit in areas so I think it’s best to stay aware and walk directly to my destination.”

“Catcallers and drunk men spewing sexist garbage surrounding the campus (especially near University Pointe) at night is pretty scary.”

“I’ve lived in Portland my entire life, spent a lot of time out and about, downtown and/or at night, and the only real violence I’ve seen or experienced has been perpetrated by cops.”

“I generally feel safe during the daytime hours around Portland. As a female, commuter student coming and going in the dark, using public transportation, etc. I was sometimes nervous, particularly with the large number of transient populations near campus. I frequently experienced cat calls and unwanted advances.”

“The security in the surrounding areas are not deputized. I am not afraid of the homeless community in the surrounding area. I feel the presence and the intensity surrounding PSU’s armament. I am afraid PSU police will be first responders and perhaps kill a houseless person or another person of color. I do not want to witness nor live among this potential threat of loss of life at the hands of PSU campus security.”

“Portland does not do a very good job of dealing with the many aggressive and angry people in the downtown core.”

B. UNSAFE

603 total responses out of 661, or 91%. Even though this is the second largest group overall, **please note that for the staff and faculty as well as the community member respondents, more felt “very safe” than “unsafe” in the areas surrounding PSU** (see tables and graphs above).

THEME	%
Homeless or transient population/mentally ill or unstable/drug users/drunk people	37.5%
This population doing bad/creepy things (drug use, fights, setting fires, being aggressive, etc.)	18.4%
Something bad/scary has happened to me (a lot of these involve the homeless pop)	13.8%
I do NOT feel safe in Portland/some/all parts (park blocks – 4.6%; around Safeway – 2.0%)	13.2%
Night is especially bad	12.5%
Unsafe bc of something I HAVE TO DO/NOT DO/Don't know what to do	12.5%
Something bad has happened to someone I know/I've heard/I've seen	9.9%
Portland is NOT a safe city/lots of crime/OBJECTIVE	8.6%
BC PSU police armed	8.6%

Not as many police around/not as many patrols; police are not doing their job right	7.9%
Jason Washington incident	6.6%
Dark, not good visibility, dirty	6.6%
Recent events (i.e., shootings, drug overdoses, sexual assaults, pedestrians getting run over by drivers, etc.)	5.9%
Unsafe bc of SOMETHING ABOUT ME (e.g., female, petite, person of color, etc.)	5.3%
Portland Police (i.e., are armed with lethal weapons, shoot people w/ out consequences, shoot unarmed people, terrify me, etc.)	3.9%
Drivers/pedestrian safety	3.9%
Needles/heroin needles everywhere	3.3%
Protestors	3.3%
No campus security	2.0%
Worse than other places/I've lived/campus	2.0%
Worried re: school shooting or other terrible event happening	2.0%
Mostly NOT college-related people around	2.0%
University not looking out for my safety	2.0%
Inherent risk in our world/culture/city	1.3%
Freedom of speech is not protected	0.7%
Lack of other security features	0.7%
I am NOT Familiar with Portland	0.7%
Fewer/Lack of people around	0.7%
People seem angry/unapproachable	0.7%
Feel not part of the community/lack of community	0.7%
Sinister or bad atmosphere	0.7%
<i>"Portland has housing/drug/mental health issues that are not being addressed in real ways."</i>	0.7%
<i>"The boundaries of where campus are is confusing"</i>	0.7%
<i>"I am not confident in PSU's safety priorities."</i>	0.7%

UNSAFE QUOTES FROM STUDENTS:

"Homelessness is a plague on this campus. My girlfriend has been sexually harassed, and followed to her car at night. A friend of hers had her purse stole, and I was approached by people shooting heroin directly into their stomachs on a campus bench, asked for money and was called a faggot when walked away. I legitimately can't stand walking around the campus sometimes, especially at night. [Same for the surrounding area]. It's terrible.

"High houseless population, which, I don't mean to discriminate, but I HAVE been cussed and spit at for not giving money to the less fortunate people living on the sidewalks. Not everyone who is houseless acts that way, and I really wish I could help; but a large number of this demographic are aggressive toward others."

"Between the shootings, pedestrians being struck by cars, drug use, political unrest and violence that exists downtown it's hard to have even an inkling of feeling safe. I've been yelled at, almost hit by cars and have had multiple instances where I've felt like something bad could happen and no one was around to help me."

"As a femme walking around in a downtown city, I never feel safe. I constantly fear men's violence towards me and always anticipate an attack. In areas surrounding PSU, there

is no “guard” I could call that would not be ARMED if I needed help, I would be forced to call the police. Which, as I stated previously, does not make me feel any more safe.”

“Some parts of campus require pepper spray or a taser in order to feel safe at night even when just walking to and from housing and school buildings. This is mostly due to the overwhelming amount of reckless and confrontational drug users/houseless/drug dealers that do not attend PSU being allowed on campus. Past Lovejoy near EB, areas near Safeway (the only grocery store open late in walking distance from campus), and the park blocks past rogue hall are chalked with people described above that make it difficult to feel safe without any self-defense apparatus. Students who work near campus but not on campus especially experience this while going to and from work when it gets dark.”

“The majority of the areas surrounding PSU are either current or former campsites for homeless people and they treat passersby as targets for begging, insults, or intimidation. My friends and I regularly refer to the downtown Safeway close to campus as the “Unsafeway” because of the guaranteed interaction with the nightlife going in or out of the building.”

UNSAFE QUOTES FROM STAFF/FACULTY:

“There’s this BS distinction between what CPSO can take care of and what the Portland City Police will do. For those of us who spend most of our lives on campus and in the surrounding areas, it is worrisome when we call for assistance and are told that it is an issue for the other department. Portland and downtown specifically is becoming more and more unsafe and it feels like PSU and the City of Portland are doing nothing to help make it safer. I work for PSU in a building that PSU is leasing on the edge of campus near the hotel. We regularly have houseless individuals camping out in our lobbies and stairwells, and have become aggressive with staff. I find needles scattered all around and have seen people actively shooting drugs in broad daylight. This is all new as of a couple of years and it was not like this when I began living/working/going to school downtown in 2007.”

“I take night classes. Campus is very poorly lit at night, the park blocks are full of strange characters and campers. I never see campus security at night when I want them there the most. I speed walk through the park blocks, ignoring cat calls, demands for money, and other strange noises from the disturbed and drug-addicted. The Cheerful Tortoise is a disgusting, seedy garbage pit full of drunken brawlers. It’s really a lot of fun.”

“I don’t feel safe with Police Officers that are equipped with less than lethal options like stun guns and physical batons but immediately reach for their guns with lethal rounds. Such a degree of high anxiety in the police force tells me they need to get in physical scrapes. It’s not necessary for them to use overwhelming force ever because they are afraid of every drunk person that is even remotely equipped with self-protection.”

“The campus security are in the nearby areas harassing homeless people and people of color. Also some white dude ran over a bunch of women with his car last year and the police claimed it was an accident.”

“The homeless population on and around campus is difficult to navigate and has become increasingly violent. I am concerned that I might set someone off just by making eye contact. I don’t like coming downtown because of it and would look for employment elsewhere if I could.”

UNSAFE QUOTES FROM COMMUNITY MEMBERS:

“Guns do not make the campus safer. The root to G[unsafe]ty is unsafe! But, you folks at the top NEVER listen. The campus said, “NO!” and you armed the campus cops anyway. Now, a man is dead... And we are more g[unsafe]r than ever. Just what we need... trigger-finger campus cops and lip-service safety surveys that won’t lead to keeping guns off our campus.”

“Downtown Portland is a war zone. It is totally out of control. I do not go anywhere in downtown anymore.”

“I’ve lived in other states in the US, I’ve lived in another country; the mental health, substance abuse, and toxic “white pride” attitudes among those living outdoors in Portland are huge problems.”

C. VERY SAFE

547 respondents answered that they feel “very safe” in the areas surrounding the PSU campus, while 420 (77%) of these completed the follow-up question as to why they answered this way. 25% of responses were randomly selected and analyzed for themes. The themes and percentages of respondents who mentioned the themes are presented in the table below.

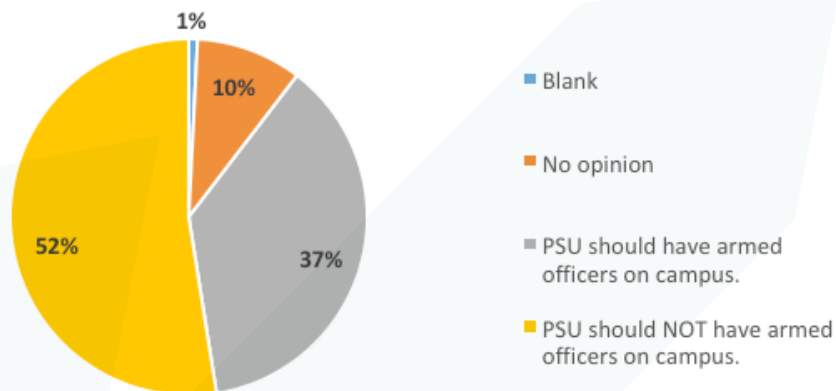
WHY I FEEL “VERY SAFE” IN THE AREAS SURROUNDING THE PSU CAMPUS:	%
Nothing bad has happened to me	23.8%
Portland is a safe city/areas around campus are safe/low crime (OBJECTIVE)	17.1%
I feel safe in Portland/some/all parts (SUBJECTIVE)	12.4%
Safe bc of Something I DO or KNOW how to do/can do if something happens	11.4%
Safe bc of SOMETHING ABOUT ME (white, male, large, older, etc.)	8.6%
Always crowded/people around who would help me	6.7%
Nothing bad has happened to anyone I know/other people/I haven't seen or heard about anything bad happening	5.7%
Homeless people don't bother me/not around/not too many/students generally ignore	5.7%
Well-lit, open, clean	5.7%
Police/emergency services nearby	4.8%
No PSU police	4.8%
But I'm only in the area during the day/not on campus a lot	4.8%
"feels like a bland business district"/no scary areas/quiet	3.8%
People kind/caring towards others	2.9%
Other security features (cameras, etc.)	2.9%
Better than other places/I've lived	1.9%
I am FAMILIAR with Portland	1.9%
Busy, lots of activity going on	1.9%

low risk of crime to me	1.9%
Other reason feel very safe	17.1%
THINGS EVEN PEOPLE WHO FEEL "VERY SAFE" ARE WORRIED ABOUT:	
Drivers/pedestrian safety	1.9%
"But I get scared police."	1.0%
"Generally speaking these areas feel safe to me, but that is not to say that there is not a potential for negative contact particularly with some of the aggressive and or mental trouble individuals in the area."	1.0%
"After seeing Lars Larson on TV saying he had a gun I'm freaked out that others will be coming to school with guns too."	1.0%

Q3: How Do You Feel About Having Trained and Armed University Police Officers on The PSU Campus?

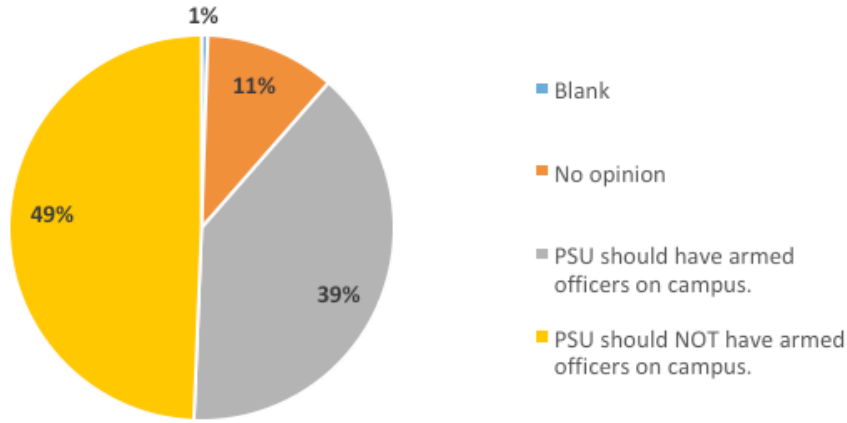
Q3	BLANK	NO OPINION	PSU SHOULD HAVE ARMED OFFICERS ON CAMPUS.	PSU SHOULD NOT HAVE ARMED OFFICERS ON CAMPUS.	TOTAL
Students	12	249	893	1,125	2,279
Staff & Faculty	16	101	380	650	1,147
Community Members	5	48	265	401	719
Total	33	398	1,538	2,176	4,145
Percent of Total	1%	10%	37%	52%	100%

Q3: How Do You Feel About Having Trained and Armed University Police Officers on The PSU Campus?

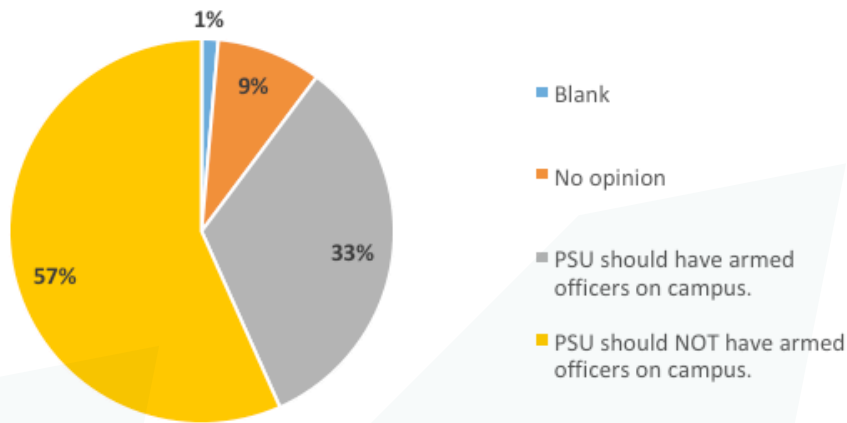


Q2. BREAKDOWN OF RESPONSES WITHIN GROUPS	BLANK	NO OPINION	PSU SHOULD HAVE ARMED OFFICERS ON CAMPUS.	PSU SHOULD NOT HAVE ARMED OFFICERS ON CAMPUS.	TOTAL
Students	1%	11%	39%	49%	100%
Staff & Faculty	1%	9%	33%	57%	100%
Community Members	1%	7%	37%	56%	100%

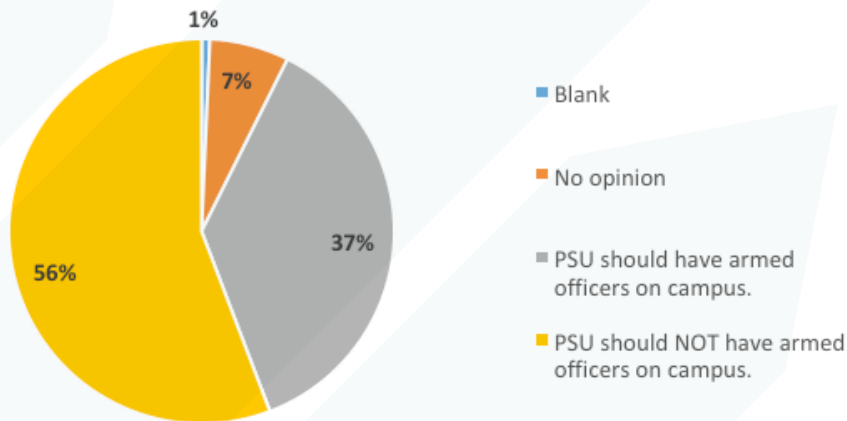
How Students Feel About PSU Police



How Staff & Faculty Feel About PSU Police



How Community Members Feel About PSU Police



Q4: What do you think are the advantages to having trained and armed police officers on campus?

- 3,664 responses to this open-ended question
- 924 (approximately 25%) randomly selected responses were analyzed
- Percentages use 924 as denominator
- A small percentage (.8%) were either confused or upset by the survey question. Those who were confused said that it asked about two very different things (“trained” vs. “armed”) or didn’t define what those terms meant. Those who were upset by it implied that the answer was obvious or felt they had already provided their answer in a previous question.
- This was asked of all survey participants, even though who had responded that “PSU should NOT have armed officers on campus” on the previous question.
- Not surprisingly, then, the most common response given was “none” or “there are no advantages.”
- All but two of those who responded that there are “no advantages” had answered that “PSU should NOT have armed officers on campus” to the previous question.
- The two people who said there are no advantages who responded that “PSU should have armed officers on campus” may have selected the wrong answer choice in the previous question, given their responses to the open-ended questions.

THOSE WHO FELT THERE ARE NO ADVANTAGES TO HAVING TRAINED AND ARMED POLICE OFFICERS ON CAMPUS:

CODE	THEME	%
1	None (a few of these said something to the effect of, none that outweigh the disadvantages or problems it would or has caused)	22.8%
24	Trained is good; armed with guns is not okay.	5.4%
1.1	Want Portland Police instead/PPD could handle/PPD nearby	5.1%
30	Any possible/hypothetical advantages negated by Jason Washington’s death	3.6%
20	Tasers are enough/non-lethal tools are better/plenty	2.6%
33.1	Will make the situation worse/campus less safe	2.4%
24.1	No need for campus police to be armed; risk/crime is low	1.5%
33.5	Highly cynical statement (e.g., “People get killed, keeps the population down.”)	0.2%
33	Some other reason against having armed police officers	3.7%

ADVANTAGES OF HAVING TRAINED AND ARMED POLICE OFFICERS ON CAMPUS:

- Codes number 13, 3, 3.1, 3.2 are closely related and there may be some overlap between them. (And if you add them together, it may have been a more common response than “no advantages,” as presented above.) Clearly the biggest advantage people (among those who see advantages) in having trained and armed police officers on the PSU campus is having them available and nearby in the event of

a major event such as terrorist attack or mass shooting, so that they can respond quickly (more quickly than the Portland Police) and save lives.

- People had a variety of “other” advantages they mentioned. A couple of minor themes emerged in the “other” category:
 - Security force would have more “power” or “legitimacy” being armed, trained police officers
 - Campus community would have more power to hold PSU police accountable/align their approaches/policies with campus community values, than if relying on Portland Police

CODE	THEME	%
13	Available in extreme/emergency/terrorist/school shooting situation (over half of these responses specifically said “active shooter,” “mass shooting,” or “school shooter” – these are in addition to those coded as 3.1, below)	17.1%
3	Available/nearby/quick response	15.2%
9	Protection and safety	9.1%
4	Deterrent	8.0%
17	Have to match weapons (if bad guy has a gun, good guys need to have guns, too)	6.9%
3.1	Quick(er) response if active shooter	4.5%
22	Need to have the necessary training/tools to handle any situation	4.2%
14	Have problems of a big city, need protection of a big city	4.1%
23	More familiar w/campus than PPD; better relationship w/campus community	3.4%
15	Ability to deal with more situations than they would if they weren't armed.	3.1%
29	Presence creates peace of mind/makes me/students/parents feel safer	2.8%
11	PPB doesn't have the capacity	2.5%
19	Should be able to defend themselves/shouldn't ask them to put themselves at risk	2.5%
3.2	In extreme circumstances they have the potential to prevent others being victimized by armed civilians	2.1%
31	They can more easily detain/stop a person that is harming others or attempting to do so.	1.8%
8	Anything could happen/risk of active shooter or other dangerous situation happening on campus is real	1.4%
32.1	Are police officers, P.O.s have guns/swore an oath, need all tools to fulfill that oath	1.2%
26	More opportunities for people who need help	0.9%
32.3	Otherwise we're defenseless	0.6%
5	Need MORE to watch our open campus	0.5%
32.2	June incident handled right/should not be reason to take away guns	0.5%
16	First line of defense	0.4%
7	Can more EFFICIENTLY protect us	0.2%
18	Won't respond if don't have same weapons	0.2%
32	Other advantages	8.5%

MIXED RESPONSES (SOME ADVANTAGES, SOME DISADVANTAGES):

CODE	THEME	%
34	Mixed response	7.5%
25	Need more/different training	4.3%
28	Makes some students feel safer, others not as safe	1.1%
10	MAYBE advantages if... "trained", specifically in de-escalation techniques, trauma informed, unbiased, and were held accountable for actions which are unjust	0.9%
21	I don't know	0.6%
6	University just wants to control us	0.2%
12	Not sure should have guns	0.1%

Many respondents mentioned the need for more or different training for the PSU police. They mentioned the need for training in (most of these had multiple people saying them):

- *"issues of implicit bias, stereotype threat, and automatic associations"*
- *"de-escalation training"*
- *"I think having TRAINED and armed police officers on campus is not what we have currently. I believe the standard for TRAINED and ARMED is not equal to all parties with an opinion and the right to express and be respected for that opinion."*
- *"Training is absolutely a must. Officers in Portland can encounter a variety of tense situations requiring professional intervention (drug and mental health issues mentioned above) and should be prepared to handle these with appropriate care. I typically am against firearms in learning institutions as a rule. Any officers carrying firearms should be trained on how and when to use them and undergo firearms retraining and evaluations on a regular basis."*
- *"more cultural and mental health training"*
- *"Practice scenarios an untrained officer may have not thought about/prepared for... yet I think ways of training is critical and someone who hasn't been trained in the matter may react in a more natural/instinct matter, verses trained to jump to the gun... just saying..."*
- *"implicit bias and mindfulness practices"*
- *"trauma and bias training"*
- *"Training on reducing conflict, reducing implicit bias, reducing potential use of force... all safety officers need more training - whether employed by the police bureau or by PSU."*
- *"Dear god, please train police officers to deescalate and handle normal humanity."*
- *"I think all police should be trained to subdue without permanently injuring or killing anyone."*

- *“They should be well trained in the use [of] and when to use the weapons. Right now there has been little to no training in when to use them. Also, the officers should all be trained in the C.I.T. (Critical Interventions Teams).”*
- *“A very high level of training specific to college campus needs is necessary.”*
- *“Trained is the operative word here. I do not think the officers in the Tortoise shooting were trained well. They fired too many shots into Washington, I think that is his name. I believe if they felt threatened by the situation they could have fired one shot into his leg which would have gotten his attention regarding reaching for the gun. At times there are student threats by mentally compromised individuals and well trained police officers should know how to de-escalate these situations without the use of firearms.”*
- *“Most issues can and should be resolved without the use of excessive force. Advantage is ability to tackle an armed assailant. But it is a huge responsibility to own a firearm and it weighs very heavily on your consciousness. I strongly feel the officers should be well rested and well trained to make the right decision calls.”*
- *“I’d like to see officers trained in Conflict Resolution.”*
- *“nonviolent methods to solve problems”*
- *“would need to be...trained in firearm safety and ongoing training plan and supervision in cultural competency, issues of race and marginalization that contribute to senseless shootings of minority groups.”*
- *“I think they are trained to respond to rapidly with force which is dangerous and can break the bond they have with students if they see them as threats.”*

SELECT QUOTES:

“An armed police force has many tools at its disposal when dealing with an incident. Generally an armed police force is well trained so they are able to use a level of force that is required to neutralize a conflict. Whether they use verbal communication, physical restraint, non-lethal tools and up to lethal force to neutralize the conflict each “tool” has its place.”

“If I was attacked by a mentally ill person who is high on methamphetamine I do not want the responding office to only be able to yell at them to stop or maybe use pepper spray. I want them to be able to react according to the incident.”

*“Here is the issue; I am a former law enforcement officer and having *trained* and armed police is a benefit to the campus. This lowers response time for dangerous situations and should be beneficial for students that live on campus. I emphasize training because I believe a vast number of police are poorly trained to deal with the escalation of force up to and including deadly force. I do not know enough about the training that the campus police have been through to accurately gauge their policing ability, but the shooting on campus was not justified despite what the PPB decided. I believe armed police on campus*

is a good thing, but their training needs to be reevaluated and changed towards more community policing.”

“I see no advantages. I am not armed and my experience as a case worker in numerous crisis situations is that armed police stand behind me. They are scared, poorly trained, and emotionally unequipped to address people in crises and they escalate rather than deescalate situations. I find that money is much better spent on social services, and ensuring equity and access to basic needs.”

“Response time and discouraging future incidents. When I went to university in the Midwest, we had an entire city-sponsored police department on campus. A lot more than we see at PSU. They were all fully armed. They were always patrolling around and it was hard to walk around campus and not see any officers. They responded extremely quickly. We had an incident a few years ago where an active shooter walked onto campus and injured a student. Officers responded and fatally wounded him within minutes. There wasn’t any news coverage of it outside of a small blurb in local news. If those officers weren’t armed and trained, it would have been a lot, lot worse. University shootings, as terrible as they are, are very real things we must always prepare for and hope they never happen. The FAQ on PSU’s website shows the nearest armed response as 15-30 minutes away. A lot can happen during that time.”

“Fast response to campus emergencies that need an armed response -- domestic violence in the residence halls, for instance. Before we armed our law enforcement we would have to wait for Portland to arrive to properly respond to domestic violence. They took a long time, did not know how to find us in the residence halls, and had a poor response. Response by campus police means the response is by people engaged with, attuned to, and devoted to our campus community. Portland Police are not. We can train and hire our own officers to conform to campus norms and values related to race. If we rely on Portland Police, we have zero control. We are at their mercy and that is not a good thing. The campus has 3,000 people who live on it 24/7. This is their neighborhood. Nearly no one in their right mind would support their neighborhood’s law enforcement being disarmed. Therefore, it would be unethical to support the PSU neighborhood’s law enforcement being disarmed.”

“I don’t think that there are any advantages to having armed police officers on campus. Police don’t make places safer in my experience.”

“Absolutely none. If the university is interested in making us feel safer, it should invest more heavily in training regarding sexual assault and Title IX protections (including training in how to deal with acquaintance rape) since that was the impetus to arming PSU security in the first place. As far as I know, the only discharge of a weapon on campus served to end the life of a veteran who was attempting to break up a bar fight.”

“No advantages, whatsoever. Unless the campus WANTS to make people of color feel unsafe. Most people have had negative experience with police officers. They are scary and instead of feeling safe around them we feel on edge and terrified of the people that are supposed to be working for US.”

"I do not think there are advantages to having armed officers. Most issues I see on and around campus have to do with homeless and drug addicted people, which do not require the use of guns. In the instances of violence on campus, because it is an urban campus, the Portland Police are nearby and can be called if for some strange reason firearms become necessary (I rarely believe they are necessary). Additionally, too often firearms are used in excess by police due to implicit bias, which is incredibly difficult to overcome, even with good training."

Q5: What do you think are the disadvantages to having trained and armed police officers on campus?

Total responses to this question: 3,697 out of 4,145 (response rate: 89.2%)

THOSE WHO FELT THERE ARE NO DISADVANTAGES TO HAVING TRAINED AND ARMED POLICE OFFICERS ON CAMPUS:

THEME	%
Issue with survey	0.3%
No disadvantages (a few said, "disadvantages don't outweigh the advantages")	13.5%
If trained properly (and are "reasonably people")/enough, no disadvantages	2.0%
June event handled correctly	1.0%
Not sure	0.3%

DISADVANTAGES TO HAVING TRAINED AND ARMED POLICE OFFICER ON CAMPUS:

THEME	%
Jason Washington/ the shooting that occurred on campus last June.	19.0%
More (people, people of color, students) get killed/death/people get shot (People of color, LGBTQ people, and people experiencing crisis most at risk)	18.3%
Mistakes/"tragedies"/accidental (or unnecessary) deaths/injuries/more "crazy things" happening	14.2%
Lack of training/possibility of/won't get trained like regular police officers/some aren't trained/aren't trained right or enough	14.0%
Campus FEELS less safe/more dangerous (For POC, minorities, marginalized populations, "certain groups", etc.)	11.4%
Campus IS less safe/more dangerous (esp. for POC, certain groups, etc.) (1 person said it's more dangerous for campus police themselves)	8.4%
Unnecessary violence/use of force/"police brutality"/"abuse of power"/"militarized...search for threats"	7.9%
Escalating a situation that does not warrant the use of their arms	7.6%
Those with guns use guns/Less likely to try and de-escalate/solve problems using other means	6.3%
Unnecessary (one person - "is it really necessary?")	5.1%
Portland Police can/should handle	4.8%
Bad decisions/poor judgement calls	4.1%
Racial profiling/"harassment and abuse of students of color"	3.8%
Creates militarized/intimidating/unwelcoming atmosphere (for some)	3.8%
Implicit/unconscious bias	3.6%

Marginalized people won't call for help/fear the campus police/I won't call on campus security for help	2.8%
Causes distrust/divisiveness on campus	2.5%
May get lower quality/inexperienced/unprofessional campus officers	2.3%
POC less able to focus on their studies, leading to further oppression/chronic stress	2.0%
Expensive/\$ could be used for other things/can't afford	2.0%
Not appropriate for college campus/our campus/our values	1.8%
Guns create fear; fear led to JW being shot	1.5%
Negative press/PR	1.3%
"Everything"/"Tons of disadvantages"	1.3%
Misuse of weapons	1.3%
Police are human, will make mistakes (regardless of training)	1.3%
People will continue to protest (and Admin will "cave to their demands" - 1)	1.3%
No need for gun if trained in de-escalation	1.0%
Need accountability	1.0%
Should carry non-lethal weapons only	1.0%
Jurisdictional issues with PPD/May get involved with non-campus, non-student incidents (again)	0.8%
Police are "trigger happy"	0.8%
Racist police/racism/structural racism	0.8%
Guns should only be pulled in very rare instances, pepper spray or tasers should be used first and all options should be tried before pulling a gun	0.8%
More guns on campus	0.5%
PPD not doing good job	0.3%
Risk is low	0.3%
Other	17.8%

In "other," a couple of things came up:

- If a campus police officer themselves is mentally ill, they could become a threat with their weapon.
- Others could take campus police officers' guns and use them for harm.

STUDENT QUOTES:

"THE DISADVANTAGES OF HAVING TRAINED AND ARMED POLICE OFFICERS ON CAMPUS ARE THAT OUR BLACK AND BROWN COMMUNITY MEMBERS GET MURDERED!!!!"

"Everything. Unsafe, oppressive, unnecessary, expensive."

"Militarizing educational institutions is not the way to go and leads to unnecessary violence due to perceptions. We have a police force for a reason."

"I think the disadvantages are simply that if there are more guns, there will be more guns fired, whether by trained campus officers or Portland Police officers. Added guns are unnecessary and will cause more injuries or deaths simply by their existence. Even if someone is well-trained with a firearm, it does not mean that they would use the best discretion in using it. There is simply no valid reason to add more weapons to a dense urban area like the Portland State campus."

“In my experience with law enforcement, university police officer positions are usually not as desirable as those in other departments, potentially reducing the quality of the officers and the pool of candidates filling those slots, even if the same police academies are used for training. As for on-going training, in my experience in other states, officers at universities don’t always get the same use of force training (or training in general) as other police officers.”

“Students of color are less safe and are less able to focus on their studies because they fear for their lives, furthering their oppression.”

“You can never train someone “enough” to be able to protect marginalized people if they are armed. People of color, trans people, and immigrants are put at great physical and emotional risk as long as these officers are armed. They killed an innocent black man on this campus. That should be reason enough.”

“That current training (my guess) seems to train officers to respond with weapons with little reluctance. If it’s there (a gun) it’s an option in the mind of the officer and the suspect. It’s 1 second away from being a choice of possibility. That’s both a fear inducer and deterrent to the suspect but it also sets the field for creating a certain kind of situation any time an armed officer is present. “

“Having armed security makes us more unsafe. We are essentially at the mercy of someone’s perceptions as they relate to any given situation.”

“Armed police aren’t just armed. They are militarized. They see campus as an area of engagement. They search for threats. I’ve met few people who feel the armed police are actually protecting them or serving the campus. One thing that is missing from the equation is a de-escalation first SOP. Police should be trained with skills in keeping things from getting worse rather than being trained to reach for their weapon.”

“They will shoot people needlessly. Trained police officers do that all the time. GUNS FUCKING KILL PEOPLE and I am over it.”

“More guns is not the solution to gun violence. The good guy with a gun isn’t going to stop a bad guy with a gun without innocent people getting hurt. Already we have had a death that didn’t need to happen.”

“Public perception. If the incident with Mr. Washington had happened anywhere else in the city, and an armed officer arrived on scene, all else equal, I feel the events probably would have unfolded the same way. If a Portland Police Officer had been on the scene instead of an armed Campus Police officer, I also feel that the events also could have unfolded the way they did. My impression is that Campus Police officers are viewed as glorified security guards and not sworn officers of the law, which is why I believe the biggest disadvantage is public perception.”

“We’ve seen the disadvantages of having armed security officer. Someone has been killed because the guns gave officers the tools to shoot first and ask questions later. A family has suffered a terrible loss and the situation in which Jason Washington was shot

was one which easily could have been solved with more peaceful procedures had the campus police officers been forced to use them. Arming the security officers creates an adversarial relationship among the students and the university and has made me and many of my peers scared to use the safety services for fear of unneeded violence.”

“There is no disadvantage when you compare it to the risk of disarming these officers. I just can’t understand the fear that rattles through me when I think of what might happen if our officers are disarmed and a community of thousands of students and hundreds of staff members are left vulnerable to violent, armed assailants. Our officers don’t walk around with automatic weapons on their backs--and I assume they are provided a level of training equivalent or greater to that of the Portland Police Department--so I do not feel threatened by their presence.”

“There are no disadvantages to having armed police officers on campus. This is NOT the problem we face. You are trying to solve the WRONG PROBLEM.”

“Who’s going to stop an active shooter? It’s going to take longer for PPB to get there and every second counts in a situation like that. If someone’s having a severe mental health crisis and going on a shooting spree, a bullet (or 17) is going to be much more effective than any verbal judo. Tragic situation, yes, but campus police are POLICE, they are there to protect the students, they aren’t psychiatrists.”

“PSU officers used excessive force and killed a man. Regardless of the grand jury decision if there had been a taser or another tool used a man would still be alive. The school should have listened to students before arming PSU officers in the first place. Guns do not make anyone safer and they have no place in schools!”

“I believe our campus police need to be held to a HIGHER standard of training than regular police, not lower. A university is a “high value target” in an urban area, not to mention easy pickings for sexual predators with all of the parking garages and night classes. The first people able to respond need to be the BEST people able to respond, and right now, that doesn’t seem to be the case, to no fault of their own.”

“The obvious disadvantage to having lethal force methods available to law enforcement is that they might use them. There’s a razor thin line between justified use of that force and wrongful death, and there isn’t a human being on the planet who is capable of getting that correct 100% of the time. More training is better (and obviously called for), but there are practical limits around time, money, and error. I do believe, however, that if we conduct ourselves in a manner which more easily facilitates the officers of PSU doing their jobs, we can minimize the risk of a mistake. For instance, I have always made a point to avoid the circumstances which create a situation where I become involved in a drunken brawl at 2am on the streets in front of a bar with a poorly-carried pistol falling out of my pants, but it’s a free country after all.”

“Murder, fear, incalculable psychological and physical health damage of being constantly afraid for your life, inability to call the campus police because you fear that they could kill someone, distrust between PSU and students, distrust between PSU and broader

Portland community. All of these things most adversely affect people of color, a group that PSU claims to value. Act on those values.”

“Obviously, there is the potential for shootings. I don’t think anyone wants a shooting ever, but that doesn’t mean it isn’t necessary sometimes. I think we would all agree that an officer stopping a mass shooter is good. Unfortunately, with that we also get situations where you can’t tell who is a good guy and who isn’t and a gun is present. Then we have to rely on training and the outcome is not always what anyone prefers. That’s the trade-off for the safety they give us in every other interaction.”

“The issue that I have with having a security guard instead of actual law enforcement is that their job is to observe and report. They do not have authority to stop an action from happening. It is their job to observe a situation and report what they see to law enforcement. If myself or anyone else is being assaulted, I want someone on campus that can do more than just say, “No.” “Stop.” and take notes.”

“RATHER THAN INTERVENE IN A RACIALLY-MOTIVATED ACT OF VIOLENCE THAT WAS TAKING PLACE ON CAMPUS, YOUR OFFICERS MURDERED AN INNOCENT CITIZEN THAT WAS INTERVENING. YOUR OFFICERS MAKE ME, MY FRIENDS, AND MY COLLEAGUES FEEL UNSAFE AND UNWELCOME ON CAMPUS - ESPECIALLY AT NIGHT. VETERANS WITH PTSD ARE BEING TRIGGERED BY THEIR PRESENCE. THERE IS NOTHING POSITIVE ABOUT THE PRESENCE OF ARMED GUARDS ON CAMPUS.”

“Trained does not equate to calm. The biggest issues I feel with everything that is going on (and what probably prompted this) is that the reactions of the armed in general have been dangerous. I expect a trained and armed police officer on campus to be able to react calmly and patiently if something crazy, major, and/or suspicious occurs. Or in other words, an officer that reality probably can’t produce regardless of training. Officers are humans, and humans can be a panicky and reckless beings under the weakest of circumstances. So in short, a disadvantage is the increased risk of an officer panicking and doing something so stupid that I’ll have to deal with people trying to shove their opinions down my throat and call me a monster or an affront to human nature or guilt trip me or something like that if I don’t want to give them the time of day.”

“In two words: they’re armed. The events of the past years all across the US show that the police regularly carry out extrajudicial killings. Essentially, in the US, failure to obey a police order to stop brings a death sentence with no due process. Moreover, they always get away with it, because all a poorly trained police officer has to do to evade punishment is sell a grand jury or a jury that he had a reasonable belief his or her life was in danger even if an objective review would clearly show he was not. Also, experience has shown that “trained and armed police” is an oxymoron, a piece of rhetorical sleight of hand. The fact the question is worded this way makes me think whoever framed it is trying to influence the responses. History has shown that, when faced with split-second decisions that call for careful judgment, armed police will always panic and fire multiple rounds into the person they believe is a source of threat, even if the facts later show the suspect was running away from them, was in a store looking at

a gun for sale in the store, or was merely selling individual cigarettes on the sidewalk. In that case, what, exactly, is the so-called training for? Another disadvantage is that police have universal impunity when they murder members of the public. The district attorneys present soft-ball cases to grand juries. We know that police lie - this has been documented. The relationship between prosecutors and the police presents a conflict of interest to the public because, when it comes to handling an officer-involved shooting, the D.A.'s strong relationship of cooperation with the police on other criminal matters compromises his or her independence when prosecuting a member of the police force. A further disadvantage is that police unions resist and resent civilian oversight, so much so that police who shoot and kill civilians are given extra time before they are required to answer investigators' questions. This is because those special rights are written into police union contracts. Anyone who knows human nature will understand this period of immunity from interrogation can allow police and the police union to get their stories straight (i.e., to perfect their lies) before they are questioned. The US Justice Department brought an enforcement action against the Portland Police Department for killing mentally ill people. While the City of Portland entered into a consent decree with the Justice Department, the City of Portland, no doubt under pressure from the Police Union, was wasting taxpayer money fighting the requirement of yearly progress reports to the Court on the City's compliance with the consent decree. If that isn't an example of the Police Union's usurpation of the City Council's control of the Police Bureau, I do not know what is. How is the status of the PSU police any different? Finally, after the killing at the Cheerful Tortoise, the burden is on the PSU administration to explain to the PSU community all the "training" PSU police receive on the many ways to respond to a dangerous situation that does not end in gunfire and killing."

"The murder of Jason Washington is the only disadvantage needed to show why university security officers should not be armed. No one (student, faculty, community member, etc.) should fear that their safety is in jeopardy because of armed officers whose bias directs them to view black bodies automatically as a threat. If a situation were to require an armed officer, then the Portland City Police should be contacted."

"Armed police officers on campus automatically escalate situations -- for example, the shooting of Jason Washington. Not only was Jason innocent completely, but the situation itself absolutely did not require the use of guns -- yet they were fired, and fired MANY TIMES, and got someone killed. Further, Jason was a Man of Color, and there is absolutely no denying that People of Color are directly targeted by police violence. Arming police officers puts People of Color in SIGNIFICANTLY greater risk than white people. Given the extreme violence of police against communities of color, having armed officers anywhere, though particularly on a campus, is not only intimidating to People of Color, but directly endangers their lives. There is no reason I can think of for a campus security officer to be armed. None. It needs to end."

FACULTY/STAFF QUOTES:

"1. It assumes that violence will solve violence, rather than focusing on community policing or providing long-term solutions to making campus safer; 2. As demonstrated this summer, people with a gun (trained or not) are exponentially more lethal than someone without a gun, and this is a campus, not a slaughterhouse; 3. The very presence of guns on campus adds tension and creates the feeling that armed officers are people to be feared, not trusted, in a time of stress or tension. 4. Implicit bias (profiling people of color, people who are altered either by drugs or their mental state, etc.) and the results of that bias (which sometime includes death, like what happened to Philando Castille, Mike Brown, and Jason Washington) are greatly increased when you introduce the immense power dynamic of one person having a gun and authorization to use it."

"Mostly due to the mentally ill or stoned persons who initiate criminal activity and aren't responsive to reasonable verbal requests. How would someone know?"

"The presence of armed officers makes me feel less safe. I would rather intervene in a potentially unsafe situation rather than call campus safety because I do not trust that they would handle the situation without violence. I do not believe that they are capable of equitably serving my students and colleagues of color. I would rather deal with a situation myself than see my students of color worried for their safety because of the fact that campus police are called. This means that I am fully willing to intervene in violent situations myself because I do not trust the employees of campus safety to behave equitably and responsibly. I do not feel safe because I know that if a situation arises that is problematic, I do not plan to utilize their help. I have zero trust in them, despite the fact that I am a white woman, because I would be incredibly reluctant to rely upon them."

"You will get so many responses to this question that I hesitate to include ALL of the disadvantages here, as they are plentiful. Unconscious bias on the part of officers, structural racism operating through campus police, inequitable use of force against people of color, the chronic stress of people of color, women, LGBTQ populations who observe and experience these events, fear experienced by community partners traveling to campus—these are all disadvantages with peer-reviewed, empirical evidence to support their reality and adverse impacts."

"I do not think there are advantages to having armed police on campus. College campuses can often be sites of heightened emotions, clashes between people of opposing viewpoints, and lawful political demonstrations. Having armed officers escalates the potential for violence unnecessarily. Our campus in particular, with its proximity to downtown, is a public site where people having mental health or drug crises pass through. Armed police are not the right response to such a public."

"Too many. Frankly, though this should not really just be a matter of opinion. We should be able to consult evidence on the matter. In the context of so many clear cases whereby innocent people have been shot by armed officers (a problem that is not found in countries without armed officers and such widespread access to arms), it is almost impossible for me

to fathom how anyone can argue that armed officers improve safety. It seems abundantly clear to me that the exact opposite is true."

"Innocent men like Mr. Washington could be shot. Train better. Expect better. Do better. It was a shameful shooting. That doesn't mean we throw the guns out but there should be more accountability. Those officers messed up."

"I don't have a problem with training. But there are several disadvantages to having armed police on campus. First and foremost: Jason Washington. Then, there are constituents on campus that have reason to fear armed police--in particular, people of color who are always disproportionately targeted by police in all settings (not just on campus). There are also many people who live/work near campus who also have the same reasons to fear police. Campus police don't see extreme violence as often as regular Portland police, and therefore are not going to have as much practice or experience defusing situations without using their guns and therefore much more likely to make an error, such as what happened with Jason Washington. It's also a disadvantage that if I experience a crime on PSU campus, it's likely going to be over and done with before campus police ever arrive, so I don't see how guns make the situation better, only worse."

"I think it's obvious. Police shot a man unnecessarily. Their lack of training and preparation to deal with a chaotic situation like that one is 100% clear from the various videos of the event. Everything happened very fast, and although they claim that they told him to drop the gun, there's no way he actually heard them, and it was also clear that he was simply picking up the gun since it fell out of his holster. It is plainly clear that they were simply not prepared to analyze and evaluate the situation as it was unfolding so quickly, and they made a snap judgement to shoot him, in an obviously irrational attempt to protect themselves. If the campus police had not been armed, they would have been forced to approach the situation from a human perspective, examining what was happening and who was doing what. They would have used their brains rather than their guns, and Jason Washington would still be alive today."

"In my view campus police officers are not held in the public trust to the extent that city police officers are. I am not against armed police in general, but I am less certain that campus police officers have the training and the level of sworn accountability to the public trust that city police have. In the recent case that has caused so much controversy, it seems that campus police were enforcing a situation on city property--it is unclear to me why campus police would have had jurisdiction there at all. A lot of this issue is about the jurisdiction of city and campus police."

"I do worry about situations being escalated to a level that there is no return from. Especially with a young student population who are just finding their bearings when it comes for standing up for things they believe in, or who may have never been in an urban environment and may be just simply scared."

"Militarization of space; Killing inclusive community building; How focusing on militarization prevents us from dealing with problems in a preventative or truly effective

way that addresses root causes; Increased likelihood of unnecessary lethal contact in any kind of conflict; Intimidation; Representation and continuation of the power/authority/law enforcement imbalance that disproportionately affects people of color and minorities; Triggering to survivors of violence or harassment.”

“It will breed fear among the student population, and it creates a sickening power dynamic that need not exist on a University campus. Are you going to allow students to open carry on campus? If not, why? How is that any different? We have seen the disadvantages first-hand. A court may have ruled that what the Portland State police did to Jason Washington was not criminal, but that doesn’t mean what they did was good or right. It is not their job to decide who lives and who dies, and arming them with lethal weapons makes it easier for them to believe that it is. Had they been armed with rubber bullets or bean bag rounds or a taser, a good man might be alive today.”

“Creates a hostile work and educational environment. If we are focused on racial equity and student success and retention we should be thinking about the impact on students and faculty of color of having armed police. We are the most diverse OR campus and this makes no sense. Taking a trauma lens one would never bring guns into an environment where you wanted people of color to feel safe. No training in the world can address their unsafe feelings.”

COMMUNITY MEMBERS:

“This armed escalation has already lead to the needless death of a bystander. As a student of color I feel threatened by armed police who have hyper vigilantly policed people of color. I do not trust the police we have on campus who chastised me for pushing the blue light communicator. I have seen how lax the campus police are and I worried someone could take their side arm. I am worried about student’s ability to commit suicide by cop.”

QUOTES FROM PEOPLE WHO SEE NO DISADVANTAGES:

Community member: “Who else will protect you? Do you call 911 and hope the criminal will hold off until they arrive? Do the same people feel the same way about the Police, then how does one protect themselves? Does everyone need to carry a gun then?”

“Incidences like what happened by the Cheerful Tortoise are very rare but I would still like to have armed police. People drinking until 2AM and carrying guns on campus is a problem and an innocent student could have been injured or killed by stray gunfire. That incident was caused by careless people not related to PSU and if one of those people drinking would have shot someone else no one would be protesting this. A drunk person pulled a gun, he was told to drop and didn’t. It is tragic but those things can happen when you have a gun at 1:30 AM and are drunk!”

Q6: Please provide any specific comments you have about campus safety.

2,523 responses out of 4,145 – 60.9% of respondents made a comment

A random sample of responses was analyzed for theme, but the surface was barely scratched on this one. Because of the nature of the survey question, this one was much harder to identify patterns in the responses. But some common themes emerged, presented below.

COMMENTS BY THEME	
N/A	1.2%
survey issue	0.4%
survey is a waste of time/money	0.4%
do not care/don't know enough to have an opinion	1.2%
disarm (non-lethal weapons only - 3; IF can still intervene on specific crimes - 1)	16.5%
don't disarm	8.4%
Some security feature that's needed	5.6%
campus security does a good job/I trust them/students shouldn't fear them, etc./kind/considerate	5.6%
campus officers should have on-going/more/better/different TRAINING	5.6%
More officers/patrols - more campus security officers/"keep police on campus"	4.4%
campus is unsafe/I feel unsafe	4.0%
allow students/staff to carry on campus	3.6%
something bad that happened to me or someone I know, or that I heard/read about	3.6%
We didn't want them, you didn't listen, now an innocent person is dead/still not listening	3.2%
do something else	2.4%
let PPD handle it the serious incidents/rename campus officers to "public safety"/don't let campus security become more like PPD	2.4%
fire cops responsible for JW's death/make a memorial/justice for JW	2.0%
campus is safe/I feel safe	2.0%
won't support psu/send my kids there - if don't disarm (3); bc of negative campus atmosphere (1); if don't allow conceal carry on campus (1)	2.0%
thank you for survey/hope results are used/good luck	1.6%
unnecessary - when have PPD right down the street, guns are unnecessary forms of defense for campus security	1.6%
Please don't shoot unless you REALLY REALLY need to/use tazers more often	1.2%
Students shouldn't HAVE to fear campus security/stress/should feel safe on campus	1.2%
CSPO are "deplorable"/unhelpful/intimidating	1.2%
CSPO/something CSPO does that makes me scared	1.2%
something else that makes me scared	1.2%
don't let what happened to JW happen again/we are afraid every day that it might	1.2%
suggestion	1.2%
it's complicated/complex	1.2%
more guns makes me feel less safe	0.8%
protestors/occupation of CSPO had me scared	0.8%
CSPO needs to do a bunch of hard work on itself after JW - really messed up	0.8%
You should take a page out of PCC. No drugs, alcohol, or weapons on campus. period.	0.4%
nothing (that) bad has happened (e.g., "seen people be made uncomfortable, but never hurt")	0.4%
I had something happen to me, but it wasn't that bad	0.4%
kind but ineffective	0.4%

campus officers should have more OVERSIGHT	0.4%
should NOT have more oversight/training	0.4%
mass shootings	0.4%
address the serious problems that have happened	0.4%
not sure about campus security after JW, have my doubts they would protect me in a shooting	0.4%
suggestions for students	0.4%
negative campus atmosphere	0.4%
OTHER	5.6%

STUDENT QUOTES:

“Non-lethal law enforcement works just fine, there are so many functional societies that don’t give all of their cops guns. I just want black people and other minorities to feel safe on campus.”

“Disarming cops over one death is ridiculous. Don’t put the safety of everyone on the line over an individual’s mistake.”

“The students demand 1) the immediate disarmament of Portland State Police, 2) the firing of officers McKenzie and Dewey who killed Jason Washington, and 3) a permanent memorial to Jason Washington on campus, the construction of which will be lead by Jason’s family.”

“We know from existing research that law enforcement is most effective when it is thought to be fair and unbiased by the communities in which they work. Whether or not a decision is made that the on campus shooting was justified, we cannot escape the perception of many in our PSU community that it was not. We should disarm campus police in order to support police effectiveness on campus.”

“PLEASE disarm PSU. The student body, by overwhelming majority, does not want armed safety officers. The main reason the school has cited as to why they want the safety officers armed is for the advent of a school shooting. This is statistically improbable and the only shooting which has taken place on campus was the fault of two safety officers who have since been wholeheartedly defended by the university. I do not feel safe on my campus and every day I walk past the place where somebody’s father was killed. The university is not listening to me and my peers and the faculty which make up the fabric of the school. I do not know what to do anymore.”

“I am not at all comfortable with having armed officers on campus. I first started attending PSU in 2013, before the new policy was decided upon and implemented, and I saw first-hand that the majority of students never wanted this change. Now, with the shooting death of Jason Washington, these students’ fears have come true. I think it’s clear that the arming of campus safety officers has done more harm than good in our community. If nothing else, it has been a terrible PR move for the university--so many students do not feel heard in this matter, and this has made them deeply resent the PSU administration, which I think should be taken very seriously in terms of the university’s reputation and its relationship to the community.”

“Jason Washington lost his life for breaking up a fight. He was an innocent man. An innocent man died on this campus on your watch. Please don’t let it happen again.”

“Regardless of what recommendations you make to the administration, I am sure they will take whatever option is politically expedient and that allows them to change as little as possible. I hope you take seriously your responsibility to give voice to a student body that stands against the administration on nearly every issue that matters. They will not listen when we politely ask for change. Please do the minimum of bringing their betrayal to light.”

“The mistakes the PSU officers made in the situation that created the need for your work were bad. From the outside and with only having the facts of the various videos available (reports from the officers themselves would help when they become legally available), it does not look great. It does not seem that given the confusion, flurry of activity, and overall intensity of the situation, that Jason Washington heard the commands to drop his weapon. It is impossible to second guess the officers in the situation and know to what extent they feared for their lives and the lives of other bystanders, but we do and will continue to do so, as it does seem there was a chance for a bit more time. In the end, in our culture of guns, no one can ever be sure what is about to happen for sure, only what might happen. With this reality, the possibility for life and death because of guns is even stronger for gun owners. If you carry a gun for protection (which I do sometimes, but never on campus, as that would be illegal), you must accept that a misunderstanding due to your gun could lead to your death. That is a trade-off that gun-owners must make, just as people who choose not to carry guns weigh the pros and cons of their choice. This is also true about campus safety. Nothing is guaranteed, and making a decision for change today can lead to a negative consequence down the road, just as it might prevent other negative outcomes. Good luck with your work and report.”

“I love CPSO, and every officer that I have met was kind, caring and passionate about keeping our community at PSU safe. As a student that lives on campus, 95% of my time is spent on campus and within the jurisdiction of CPSO. I rest a little bit easier knowing that they are out there working to keep our campus safe.”

“Campus officers: thank you for all of your hard work and your commitment to protect students and faculty, even in the face of so much misplaced hatred and vitriol. You provide a much needed service to our college, no matter what passing outrage that may be in vogue at the moment would have you think.”

“Campus Security Officers are deplorable. I have heard racist and anti-Semitic slurs from several individual officers. The officers murdered Washington. You do not carry a gun unless you intend to use it. The dispatched knowing what they were going to do.”

“Well I know someone in my department almost got assaulted in PS3 last week. And that I seldom see security in the parking structures.”

“The university should consider installing bollards to restrict entry to personal vehicles on campus pedestrian paths. Within the last month, Classmates and I have nearly been hit by perhaps confused motorists that drove through the park blocks. This has happened

on three occasions in the time period indicated. I've been at PSU for 6 years, my entire undergraduate degree, and now my graduate degree – I've never seen this become an issue until this fall quarter. Traffic congestion on Sixth Avenue and Broadway may be pushing motorists to take reckless actions by driving through campus."

"Please consider locking all buildings and making them accessible to students, faculty and staff only with an ID card. I believe that the science buildings do not do this because they don't have the resources to give all of the undergraduate students access. If more resources are devoted to centralized access, this should not be an issue. Some unauthorized people will still get into the building, but the numbers should go down."

"I feel inevitability going to school in a downtown area will never feel completely safe but I've been very unhappy with what I've seen in my years attending PSU. People who are going through severe mental health or drug breakdowns often let themselves into the student buildings and create a spectacle that disrupts classes. I find presumably homeless people sleeping in many sections of campus. I specifically don't take classes at night for all the reasons listed above."

"When choosing whether to live on campus or off campus, I chose living off campus to minimize my risk of being raped. That was the sole factor that swayed my decision. I had everything all figured out paid my housing application fee and everything. When I looked up the statistics there were 7 rapes on campus, 6 of which took place in campus housing. The numbers may seem relatively small but when you're trying to pick where to live based on how likely you think you'll get raped, any amount of rape is too much. I realized living on campus would increase my possibility of getting raped."

"I read the article that Eden Paul, a woman who was raped on campus, published in our school newspaper two weeks ago. She wrote about the way she was laughed at during her hearing. The rapist (also a student) was protected and faced no consequences or charges. No surprise there. What was interesting to me was an old article I found online by a news org called Go Local PDX, which was apparently the only source to cover the story at the time when it happened. It talks about how PSU was getting ready to vote on whether to arm its campus police. Hm m m m m. Well, we know the result of that vote. I would like to say that I think it is horrible and unconscionable that this school used this crime to help justify their desire to bring guns to this campus. Eden Paul, an innocent victim of a violent sexual assault, was a pawn in this game. She never saw any justice for what happened to her, yet the school used her experience to move forward with their evil plan. Totally unfair to have thrown her under the bus while taking advantage of her story to achieve their own ends. How many rapes on campus have been prevented since the guns arrived? My guess is none. But this is part of the excuse - this idea which probably is supposed to make the parents of students sleep better at night, this ruse that we are somehow safer because there are armed cops here. No, it makes us LESS safe. Disarm PSU and bring justice for Eden Paul now! <http://m.golocalpdx.com/news/da-wont-press-charges-after-alleged-psu-sex-assault-on-eden-paul>"

"I think the PSU campus is very safe and having armed police officers is a beneficial tool in maintaining that safety in a worst case scenario. I think the incident on campus that started this investigation was unfortunate, but not a reason to overreact and jeopardize the entire campus by taking away the PSU officers' guns."

"Against student and faculty wishes campus security were armed. When someone was supposedly armed in the library they did nothing and merely 3 years after being armed they shot and killed someone. Jason Washington would be alive today if it weren't for the fact that the university wanted to profit from arming security. We do not want them armed, they are a danger."

"Campus is currently an unsafe place. Between the protesters and those with strong opinions, I am scared to make any sort of movement or statement that disagrees with them. I feel scared of physical and verbal violence. I support having armed police officers on campus who have gone through training. In situations where someone is being assaulted, it is paramount that the assault be stopped ASAP and this is easier to do with a weapon and a command from police. Additionally, if there were to ever be a mass shooter at Portland State, having individuals on site who are already armed could save countless lives while we wait for further help."

"The training that the officers receive is sub-par. If they are going to be armed in a complex urban environment, they need significantly more range time so that they can resolve violent encounters with a minimum chance of hitting bystanders. They also need significantly more shoot / no-shoot training. Additionally, they apparently need a whole lot of conflict de-escalation training, force escalation training, and armed bystander training. The failures in training were clearly demonstrated earlier in the year. If they are going to be armed in this environment, they need to be trained to an acceptable standard. I'd look at the training curriculum for the Air Marshall program as a starting point and work from there. When I was operational, the minimum requirement was 1000 rounds a month a man through anything that was attached to you. Campus Police shoot significantly less than that. How can they possibly establish and maintain proficiency? Amateurs train until they get it right. Professionals train until they cannot get it wrong. If they are going to be armed, amateur hour is over."

STAFF/FACULTY QUOTES:

"I was teaching [a morning] class in the KMC when a white male, fully dressed in fatigues, stood outside of the classroom and stared in for 10 minutes. The look on his face was frightening. A student spoke up. She said she was scared and would I please do something. I was shaking, but went out and asked him if I could help him. He said "I left something in there." I asked if he wanted to come in and get it. He declined. He eventually left. I didn't call the police because he was staring at me and felt if I reached for my phone it might provoke him. Afterward, I didn't call because I thought about it and realized he didn't do anything illegal. I often don't feel safe."

"PSU campus is "One with the City." PSU Public Safety works hand in hand with Portland

Police, yes? I DO NOT want my police officers to be put in harm's way because people are crying. Public Safety needs to be trained alongside Portland Police, and that is all that needs to happen. You cannot expect someone who is supposed to be keeping people safe to be able to do so without an appropriate tool."

"If there was a way to continue to have our Campus Police well-trained and ready with all force up to lethal force to intervene in all situations across campus AND allow them entry and support for UPointe and IPV and sexual assault cases I would ask for our officers to be disarmed."

"The officers that I have had the opportunity to meet during regular business hours have been generous and kind to me, but didn't always know how to handle someone experiencing hysteria. If we are keeping armed officers on campus due to another "Executive Decision," then for the love of all that is sacred, invest in their training--in them, invest in non-armed responders, invest in locks on our recycling bins to discourage vulnerable populations from disturbing our students and staff, invest in studies and best practices to be a welcoming environment."

"They should use tazers more often. Should have more classes on active shooters. What to do. Should search dorms for weapons more often. Three or four rooms had guns in them while doing repairs in room. All officers should be trained to the highest level. And pay them."

"Campus security having upgraded communication capability could help them call-in armed Portland Police/SWAT teams. Professional police would have more extensive experience and training than PSU could ever develop."

"I support armed police on the PSU campus only if they receive training, like the de-escalation techniques the Maine police received. Additionally, Social Workers should be hired on to work with police officers, and all officers should be required to privately meet with a counselor or therapist on a monthly basis or more often."

"The campus is quite safe. I feel like a lot of the questions on this survey might get responses about the fair number of homeless people on campus, but there's no real correlation between homeless people on and around campus and any kind of crime. Car break-ins and thefts are probably the only thing that's a real problem on campus."

"The fact that it was campus police officers involved in the Jason Washington shooting does not mean that they acted incorrectly. It very well could have been PPB officers who reacted in the same way. They have the same training and campus officers can act more quickly in critical situations. This was a single, very unfortunate incident that resulted in a fatality. It doesn't mean that having armed campus officers is wrong."

"Please fill the needed quota of officers for campus of this size and urban context. Work on discrimination awareness and training. Do not arm our Police but train them to de-escalate and to resolve or when the public or officer feels that this is a life and death situation call 911 and have Portland Police respond. The students were right when they

appealed to the Board not to allow our officers to carry deadly force... "It's not a question of if but a question of when."

"CPSO needs a hard look at staffing, training, supervision, policies, procedures and practices after the shooting of Jason Washington on June 29. Though the officers who responded were cleared by grand jury because Washington had a hand gun, they should have done more upon coming upon the scene to deescalate the situation. They fired almost immediately after arriving on the scene as seen in body cam footage. They did not recognize that Washington was inebriated and unresponsive to their commands even though his buddy was drunk on the ground and Washington was clearly out of it. The officers fired 17 shots, which not only was excessive given the threat but could have easily injured or killed others in the line of fire. This shooting should not have happened the way it did and probably not at all. Other more experienced and better trained police could have avoided that outcome."

"The mood is set by the vocal anti-gun group who make themselves difficult to listen to. There were 30+ people in the room - Six people spoke. Most of the conversation was from 2 people who weren't really that transparent. It made it as intimidating as hell to consider saying something contrary to this group's perspective. I'm a white, middle aged, cis male. But in that room, I felt like a marginalized individual who had no voice. It was good to have to listen, but it took a lot of energy to hear past the confrontation. They had some interesting perspectives - "people didn't understand the review process" - but we couldn't get to the questions that the consultants brought because people couldn't set their agenda to the side."

"The campus safety officers have one of the hardest jobs to do so I feel very torn about this. How many times in the recent past (before they were armed) would it have been much better to have an armed officer? How many times since they were armed has an outcome been better because they were armed? The public does not hear about the success stories, just the tragedies."

COMMUNITY MEMBER QUOTES:

"The lack of consideration for the majority of staff and student body over arming security and the death of Jason Washington makes it imperative that things change. Mr. Washington was killed by CPSO due to their improper use of excessive and lethal force. This makes it a mandate that PSU take responsibility and correct a situation by sending a message: "The court system failed to consider the level and degree of Officer Dewey and McKenzie's actions but PSU will not regardless of its own level of culpability". It is time to "do the right thing" for a change, thwart any precedence that may further gain a foothold in our society and influence future rulings, and increase the difficulty for armed officers to not consider a multitude of options that weren't considered on the night of June 29, 2018. We are all Jason Washington and deserve more consideration and concern that our life matters as much as the officer responding. A memorial must be created in the memory of Jason Washington not only for the wrong doing at the hands of PSU's police but also

the arrogance and bad behavior of removing temporary tributes to the man's memory and providing support to his family and friends. I'm sickened by your actions here. Isn't it time to acknowledge that too much has gone wrong and recognize the tragedy by taking steps to do the best you can since a man lost his life unnecessarily?"

"Armed and trained police officers make the campus safer. Take them away, or take their guns away, or make them endure 2 hours per day of sensitivity training, along with endless citizen advisory board hearings, and you'll put the officers and campus visitors in grave danger."

"Campus police have already killed someone. Continuing to allow them to carry weapons on campus is egregious negligence. Make better choices."

"Your anti-gun policies are a joke, if students/staff have a valid concealed carry permit they should be allowed to carry without fear of being expelled/fired. Your policies leave all students unable to defend themselves and more vulnerable to being the victims of violence. Plenty carry on campus daily anyway and you would never know. As an Alumni I cannot bring myself to donate to or recommended this university to anyone as long as these policies that leave students more vulnerable are in place."

"Disarm immediately. As an alumni & Mother with teenaged children, at this point I wouldn't send my children to PSU."

"I think everyone should be able to feel safe on campus. It's very unfortunate that there are more violent incidents on campus, but this is the real world. This is what it means to have an urban campus in a city that is becoming more volatile, homelessness is on the rise [not that I think these individuals are always violent, they aren't] but increasingly there are aggressive students and strangers on and near campus. The campus police should be equipped to handle all situations, just like the Portland city police."

"I think there should have been more investigation before PSU security guards were allowed to carry guns. It makes me feel sad, angry, disappointed and embarrassed to be alumni from a university that was so cavalier and reckless about the serious nature of using guns on campus. A man died because of this policy. If those "security guards" had had a tazer they could have secured the situation without killing a person, a father, a son, an employee, a life-partner/husband."

"There are areas of campus safety that need to be addressed. People should feel safe on campus. Safe from threats like harassment and cat calling to feeling threatened by armed campus police, stalkers, or even armed shooters. This involves educating students about behavioral standards towards fellow students to ease of reporting threatening behavior and harassment. Demonstrate by example how a safe campus should operate by holding the university, its students, and any representatives to a high bar."

"The death of Jason Washington resounds daily in my mind. I am horrified, aghast that a shooting like this occurred on MY CAMPUS, a block and a half away from where I was a student worker for 2 years. Without QUESTION CPSO's life threatening weapons should

be revoked and the officers involved TERMINATED. Training was obviously a FAILURE. A FAILURE. A COMPLETE FAILURE.”

“Get real, we live in a violent and unpredictable world. All universities, and schools should have proper armed police present on the campuses or school grounds. Bleeding heart socialist democrats are living in fantasy land. We need to recognize as one body of peoples, safety is better than arguing about politics.”

“Just because you hire black law enforcement, doesn’t mean that will automatically put people of color at ease. That is faulty logic and I ask that more community engagement on decisions like this happen more often. PSU has truly disappointed me and I will do my best to detour students of color from attending this school, until it resolves its issues. There are plenty of qualified Historically Black Colleges and Universities that are in a better position to help develop students of color into the professionals they want to be. Ashamed to hang my degree on the wall or be affiliated with this institution. What is said is, I expressed my feelings about this to the Board and Wim when it was a hot item. But as usual the voices of communities of color were ignored. Now PSU has the blood of an honorable military veteran on its hands. Piss poor behavior and ethics from all leadership at PSU.”

“A well trained unarmed accountable campus security is certainly needed.”

Q7: COMMUNITY MEMBER ROLES

ROLE	COUNT	PERCENT
PSU Alumni	645	90%
Community member	23	3%
Other (see below)	51	7%
Total	719	100%

OTHER ROLE, SPECIFY (MULTIPLE RESPONSES POSSIBLE):	
alumni	23
faculty/staff	8
adjunct faculty	8
PSU Foundation staff	8
retired/former employee	7
student	5
parent	3
other	3

ATTACHMENT 3: INTERVIEW SUMMARY

I. Total Number Of Days On Campus: 11

- Tuesday, October 30 – Thursday, November 1, 2018
- Monday, November 5 – Friday, November 9, 2018
- Tuesday, November 13 – Thursday, November 15, 2018

II. Total Number Of Interviews Conducted: 62

- Tuesday, October 30 – Thursday, November 1, 2018
 - 1 interview, 9 open forums
- Monday, November 5 – Friday, November 9, 2018
 - 34 interviews
- Tuesday, November 13 – Thursday, November 13, 2018
 - 27 interviews

III. Number Of Individuals Interviewed: 222

- Does not include Faculty Senate Meeting, the Associated Students of Portland State University (ASPSU) Student Government Meeting, Board of Trustees, and various groups of students.

IV. Functional Areas Represented In Interviews: 34

- Students, including, international students, students with children, LGBTQ students, etc.
- Faculty
- Access Control
- Admissions
- Athletics
- Board of Trustees
- Communications
- Coordination Assessment Response Education
- Campus Public Safety Office
- Disability Resource Center
- Facilities
- Finance & Administration
- Financial Aid

- Global Diversity & Inclusion Office
- Government Relations & Public Affairs
- Housing
- Human Resources
- Information Technology
- Library Staff
- Office of the General Counsel
- Office of the President
- Office of the Provost / Academic Affairs
- Portland Police Bureau
- Risk Management
- Staff to the Board of Trustees
- Students Affairs / Student Activities
- Student Financial Services
- Student Health & Counseling
- Transportation & Parking
- University Public Safety Oversight Committee
- University of Oregon Chief of Police
- City of Portland representatives

ATTACHMENT 4: MARGOLIS HEALY TEAM MEMBER BIOGRAPHIES

STEVEN J. HEALY | CHIEF EXECUTIVE OFFICER



Steven J. Healy is Chief Executive Officer of Margolis Healy and is a nationally recognized expert on campus public safety, Title IX and the Clery Act. From 2003 through 2009, he was the Director of Public Safety and Chief of Police at Princeton University where he led the University's safety, security, and law enforcement programs and is credited with enhancing and expanding the department's overall professionalism and capabilities through improved leadership, additional personnel, significant strategic investments in training, updated equipment, new computer systems and a relocation to a technologically advanced facility. Prior to Princeton, Steven was the Chief of Police at Wellesley College in Wellesley, MA. He also served as Director of Operations at the Department of Public Safety at Syracuse University for five years.

A past president of the International Association of Campus Law Enforcement Administrators (IACLEA), Steven served as a member of the association's Government Relations Committee for 13 years, and was the IACLEA Regional Director for the North Atlantic Region during his tenure at Wellesley. As president of IACLEA, Steven contributed significantly to the national dialogue about campus safety and security in the aftermath of the tragic rampage-shooting incident at Virginia Tech University in April 2007. As the Immediate Past President of IACLEA, Steven led an IACLEA special panel reviewing post-Virginia Tech challenges and concerns for the higher education community. He also served as IACLEA's representative to the National Association of College and University Business Officers (NACUBO) "National Campus Safety and Security Project" and to EDUCAUSE's "The IT Role in Campus Safety" project. He was a featured speaker and panelist with Dr. Gary Margolis, co-founder of Margolis Healy, on emergency response and recovery at the NACUBO annual meeting. In 2009, he was named a Fellow at the Department of Education's Higher Education Center for Alcohol, Other Drug Abuse and Violence Prevention. Steven is also a past president of the Massachusetts Association of Campus Law Enforcement Administrators.

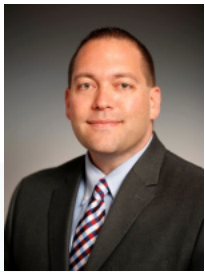
Steven serves as a subject-matter expert for the U.S. Departments of Education and Justice. He testified before the U.S. Senate Committee on Homeland Security and Governmental Affairs on the topic of "Security on America's Campuses" and testified before the U.S. House of Representatives Committee on Education and Labor on the topic of "Best Practices for Keeping America's Campuses Safe." At the request of the U.S. Department of Education, he was asked to serve on a special working group developing emergency management planning guidelines for the higher education community.

Steven has been a featured presenter at several ACE Annual Meetings, addressing various issues related to campus safety, security, emergency management, and regulatory compliance. He served as chairperson of the National Center for Campus Public Safety Advisory Board and was responsible for leading the development of a strategic plan and framework for the National Center for Campus Public Safety. Steven is currently the Chair of the Advisory Board for the National Center for Campus Public Safety, which was funded by Congress with bipartisan support in 2013.

Steven is a frequently requested and nationally recognized consultant, presenter, and trainer who speaks on issues related to campus safety and security. He has appeared on numerous national news programs and talk shows including CNN, ABC Nightly News, CBS, FOX, MSNBC, and National Public Radio. Steven was named one of the “Top 25 Most Influential People in the Security Industry” by Security Magazine.

Steven is a 1984 graduate of the United States Air Force Academy. He spent 10 years on active duty with the United States Air Force as Security Police Officer. From 1992 to 1995, He was the Operations Officer for the 95th Security Police Squadron at Edwards Air Force Base.

DANIEL R. PASCALE, CPP | MANAGING DIRECTOR



Daniel Pascale is responsible for Margolis Healy consulting strategies, business development initiatives, and security and emergency management related services for clients. In this role, he has worked with dozens of institutions to conduct emergency plan and program reviews, and hazard, risk and vulnerability assessments. He has also conducted executive training programs, both facility and campus-wide security assessments and developed relevant emergency preparedness and security related policies and procedures.

Prior to joining Margolis Healy full time in October 2012, Dan was the Senior Director of Emergency Preparedness, Communications & Security Services for the University of Chicago (UC). He was responsible for overseeing all aspects of physical security systems including the design, procurement and implementation of security technology and contract security staff. In addition, Dan oversaw the UC Communications Center, mass notification systems and the UC Police Department Emergency Operations Plan and NIMS compliance. Prior to joining the University of Chicago, he spent 10 years with Rutgers University in NJ where he held the position of Commander of Security Operations and later the Director of Emergency Management.

Dan is a Certified Protection Professional (CPP) and is a two-time award winner for CPP instruction. He was selected as one of America’s “Top 20 Security Professionals under 40” by Security Director News in July 2009. He has completed the Emergency Management Institutes Incident Command, Unified Command and Community Educator programs, in addition to Basic and Enhanced Risk Assessment through the Department

of Homeland Security and Texas Engineering Extension Service (TEEX). In 2015, Dan contributed the lead chapter to the book “Emerging Trends in K-12 Campus Security” from the “Inside the Minds” series from Aspatore. In addition, he has written several articles published in periodicals such as Security Management, Security Dynamics and Campus Security Report relating to event planning, risk analysis and physical security. Dan is a Past President of the NJ College & University Public Safety Association, former Chair of the ASIS International School Safety & Security Council and also served as a member of the NJ Governor’s Campus Security Task Force in the wake of the Virginia Tech tragedy.

ROBERT L. EVANS | MANAGER FOR ORGANIZATIONAL ASSESSMENT AND K12 SERVICES



In April of 2014, Rob Evans was appointed as the Manager of Organizational Assessments and K-12 Services for Margolis Healy. He specializes in campus safety, security and emergency preparedness for higher education and K-12 schools. Rob’s executive law enforcement and military experience provides a unique background to offer clients a wide range of specialized services that includes arming studies, Public Safety Management Studies™, emergency management consultation, Immediate Action Response Training (IART), implementation of less lethal and lethal force options, litigation consultation and special investigations/independent reviews. Rob has worked with college and university public safety agencies across the country to enhance the safety and security services they provide to their campus communities.

Rob also serves as the state of Vermont’s School Safety Liaison Officer, where he reports directly to the Secretary of Education and the Commissioner of the Department of Public Safety. In this capacity, Rob is responsible for coordinating school crisis preparedness and planning for over 300 public, private and independent schools. Working with local, county and state level school safety partners, Rob has enhanced the state’s “all hazards” approach to school emergency preparedness and has coordinated the development and delivery of school executive leadership training in the areas of active shooter response, individual and organizational response to a critical incident, prevention of violence and de-escalation training, incident command training, behavioral threat assessment and crisis communication.

In March 2013, Rob retired from the Vermont State Police after serving 23 years in a variety of operational, training, homeland security and executive leadership positions within the organization. For 19 years, he was a member of the State Police SWAT team where he was an entry team member, sniper, breacher, active shooter instructor and team commander. Rob has extensive experience commanding hundreds of critical incidents throughout the state and has instructed local, county and state law enforcement officers in the areas of critical incident response and tactical command planning and management. Rob also spearheaded Vermont’s law enforcement deployment in support of the recovery operations after Hurricane Katrina (Gulfport, MS) and Tropical Storm Irene (coastal New Jersey).

In his last role as the Assistant Field Force Commander, Rob was the single Vermont State Police point of contact for all major events requiring special security operations. He had operational control of nine special response teams including SWAT, SCUBA, bomb squad, crisis negotiators, K-9 units, Clandestine Lab Response Team, search and rescue, crash reconstruction and the critical incident dispatch team. Rob has conducted pre-operational planning and implemented security operations for Presidential visits, border security operations, marine and air operations, tactical and immediate action support, intelligence gathering, threat assessment and command and control operations. In 2006, Rob led the tactical entry team that entered the building in response to an active shooter at the Essex (VT) Elementary School.

He was the statewide law enforcement coordinator for VT Emergency Management responsible for directing law enforcement and security operations during manmade or natural disasters. He has collaborated with Vermont's Agencies of Transportation and Natural Resources, the Departments of Health, Public Safety, American Red Cross and the Vermont National Guard to develop security action plans for implementation during statewide emergencies and critical incidents.

Rob is a distinguished military graduate from Ferrum College and is a George C. Marshal Award winner for outstanding leadership. Rob's tactical career began with the US Army as an Airborne Ranger assigned as a Scout Platoon Leader with the 4th Infantry Division. He is a graduate of the FBI National Academy, attended the U.S. Secret Service's Managing Large-Scale Security Events Course, is a member of the International Association of Chiefs of Police (IACP) Patrol and Tactical Operations sub-committee, and is a member of the National Tactical Officers Association.

FRANCIS MOZGAI, CPP | MANAGER FOR SECURITY & EMERGENCY MANAGEMENT SERVICES



Mr. Fran Mozgai, CPP joined Margolis Healy in 2018 as the Manager of Security & Emergency Management Services. Prior to joining Margolis Healy, Fran had retired from the Hillsborough Police Department, an accredited law enforcement agency located in Central New Jersey, after serving 25 years. He most recently held the rank of Captain and oversaw the Patrol and Investigative Divisions. Fran has been in supervisory and command level positions for fourteen years and has supervised a multitude of units at his agency including; community policing, training and internal affairs. He has also been a police academy in-service instructor.

Prior to the advent of school resource officers, Fran was a juvenile officer and worked closely with a large suburban school district on matters concerning school safety and security. Later, as a Detective Lieutenant he was his agency's liaison to the school district and was the primary collaborator for all matters concerning safety and security at the school district's facilities. In this role, Fran was responsible for coordinating the response

to critical incidents such as bomb threats, reports of firearms on campus, K-9 searches, unidentified intruders and large scale events.

On the emergency management side, Fran has multiple FEMA certifications including; IS-907 “Active Shooter, What You Can Do”, and IC 400 “Advanced Incident Command”. Fran has received twenty-one medals and commendations throughout his career, including two for his management of his agency’s response to Hurricane Irene and Hurricane Sandy. Fran is also board certified in security management as a Certified Protection Professional (CPP) by the American Society for Industrial Security.

Fran holds a Master’s Degree from Boston University and a Bachelor’s from Moravian College. He is a graduate of the FBI’s Law Enforcement Executive Development Seminar and the Rutgers University Law Enforcement Executive Leadership Program. Fran is a member of the FBI’s Law Enforcement Executive Development Association and the American Society for Industrial Security.

JUSTICE J. HEALY | PHYSICAL SECURITY SPECIALIST



Justice J. Healy is a Physical Security Specialist and holds basic and advanced certification in Crime Prevention through Environmental Design. He is responsible for conducting campus-wide and facility security assessments for both higher education and K-12 institutions. These assessments provide Margolis Healy clients with opportunities to improve and or implement reasonable, cost-effective, security-smart solutions ranging from visitor management, security cameras, electronic access control and alarm systems to lighting, way-

finding signage and emergency communications.

Justice began his career with Margolis Healy as an Intern and joined the team full time after serving in the United States Marine Corps.

RONNELL HIGGINS | SENIOR ASSOCIATE



Ronnell A. Higgins is the Director of Public Safety and Chief of Police at Yale University. Chief Higgins has been instrumental in designing and implementing strategies to reduce crime and build community trust at Yale since being named Chief in 2011. Chief Higgins was promoted to Director of Public Safety in 2015 and his duties expanded to include security operations and security systems.

With an emphasis on community policing, public safety, and crime reduction, Chief Higgins’ reputation for leadership, experience, and exemplary achievement, reflects his ability to drive change, broker exceptional intercommunity relationships, optimize operations, and ensure overall public safety. Chief Higgins’ broad background and understanding of the unique issues of an urban campus have earned him a reputation

for delivering solutions which produce outstanding results and for leveraging relationships for mutual benefit.

An Executive Fellow on the Police Foundation he served on a team of subject matter experts selected to review the Saint Luis County Police Department following their request to the Office of Community Oriented Policing Services (COPS Office) Collaborative Reform and Technical Assistance project (2014-2015). Chief Higgins recently served alongside nationally renowned police chiefs, academics and researchers on the Crime Indicators Working Group (CIWG), assembled during 2014 and 2015 to provide guidance to the Bureau of Justice Statistics in its effort to identify the preferred national indicators of crime. Chief Higgins serves on the Police Officers Standards and Training Council (POSTC) and was appointed to the International Association of Chiefs of Police's (IACP) Juvenile Justice and Child Protection Committee in 2013. Chief Higgins is past president of the South Central Connecticut Chiefs of Police Association and serves on the executive board for the National Organization of Black Law Enforcement Executives for Connecticut (NOBLE). Named one of the state's Top 100 influential African Americans by the Connecticut NAACP for 2014 and 2015, Chief Higgins was appointed to the Connecticut Commission on Racial and Ethnic Disparities in the Criminal Justice System. Chief Higgins is the recipient of the Elm-Ivy Award honoring Yale and New Haven community members whose service strengthens the ties of the university and its hometown.

Chief Higgins is a Master's Degree Candidate at the Naval Post Graduate School for Homeland Security and Defense. Chief Higgins has a BS in Law Enforcement Administration from the University of New Haven and is a graduate of the FBI's National Academy. He holds a certificate in Law Enforcement Education from the University of Virginia and successfully completed the Crisis Leadership in Higher Education Seminar at the Harvard Kennedy Graduate School of Education.

VICKY M. STORMO | SENIOR ASSOCIATE



Vicky M. Stormo is a Senior Associate. She was formerly the full-time Manager of Organizational Assessment Services in 2014. Her responsibilities include managing and conducting public safety management studies; arming support (also known as lethal and less-than lethal force options) and related services; Clery Act and Title IX assessments; and emergency management related services. Vicky has more than 35 years of law enforcement experience and has been with Margolis Healy since 2008 as an Associate.

Prior to joining Margolis Healy full time in 2014, Vicky served as a deputy chief of police and consultant for Oregon Health & Science University in Portland, Oregon. She was hired to help the public safety department transition into a police department from 2010 to 2014.

From 1999 to 2008, Vicky served as the Chief of Police at the University of Washington (UW) in Seattle. The University of Washington Police Department (UWPD) was a fully

accredited law enforcement agency, comprised of 55 commissioned officers that oversaw 680 acres with a service population of 67,000. She also increased the number of women at the UWPD to 24%, doubling the national average. As Chief of Police at UW, Vicky was responsible for addressing many challenges including the management of: 1) activism in the Northwest that led to the WTO riots and arson of the Urban Horticulture Center; 2) dignitary protection; 3) football games with 74,000 Husky fans; 4) a top 10 Medical Center and Health Sciences department; and 5) a major research institution.

Before joining the University of Washington, Vicky was a lieutenant with the Albuquerque Police Department, retiring in 1999. While in Albuquerque, she worked in many facets of the department, including patrol, detectives, civil litigation, operations review, watch commander, communications center commander, and recruiting and selection. During her tenure, she was credited with increasing the number of women applicants from 8% to 25% while serving as the Recruitment and Selection commander and has spoken nationally about the strategy used to attract women along with the Institute for Women in Trades, Technology and Sciences.

Vicky has received several honors throughout her law enforcement career. She was the Officer of the Month in her rookie year and was featured on Paul Harvey for solving a series of armed robberies utilizing computers when computer technology was new to law enforcement. She received the New Mexico Commission on the Status of Women Trailblazer award and the YWCA Woman on the Move award. She also received the Breaking the Glass Ceiling award from the National Center for Women and Policing.

Vicky holds a Bachelor's of Science degree in Criminology from the University of Albuquerque and a Master's in Public Administration from the University of New Mexico. She is a past President of the National Association of Women Law Enforcement Executives, serving two terms.

CHRISTI HURT, M.P.A. | ASSOCIATE



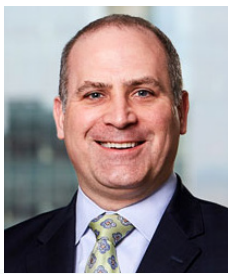
Christi Hurt is the Assistant Vice Chancellor/Chief of Staff for the Division of Student Affairs at the University of North Carolina at Chapel Hill. In this role, she supports pan-university efforts to foster student success, ensure campus safety, and promote equity and access for all students. Prior to serving in this role, Hurt served as the Director of the Carolina Women's Center, where she increased the capacity of the Center to serve students, faculty, and staff who experienced interpersonal violence and abuse. Additionally, she served as the University's first full-time Title IX Coordinator and chaired the campus-wide Task Force to revise the University's policy on prohibited discrimination and harassment, including sexual misconduct, which was enacted across campus in 2014.

Before beginning her tenure at the University, Hurt spent more than 20 years working on local, state, and national levels to eliminate interpersonal violence and develop responsive

support systems. She is a national trainer on strategic planning, organizational capacity building, and succession planning in nonprofit organizations and frequently works with organizations during periods of significant transition to help ensure their growth and success over time. She served as the Member Services Director, Associate Director, and Interim Director of the Washington Coalition of Sexual Assault Programs and worked with the National Sexual Assault Coalition Resource Sharing Project. She started her work to end violence in 1991, when she began working as a crisis line volunteer at the Orange County Rape Crisis Center in Chapel Hill, North Carolina. She earned her Master in Public Administration and her undergraduate degree at UNC, and began work on her Doctorate in Public Health at UNC in the fall of 2018.

Hurt serves as an adjunct faculty member at UNC in the Department for Women's and Gender Studies, where she teaches a course on leadership and violence prevention, and in the School of Government, where she teaches courses on nonprofit management and nonprofit/government relationships.

MICHAEL J. STACKOW | ASSOCIATE | COUNSEL, COZEN O'CONNOR



Michael focuses his practice on investigating allegations of sexual and gender-based harassment and violence, child abuse, and other forms of misconduct in colleges, universities, K-12 schools as well as private companies. Michael consults with university public safety departments regarding responses to campus unrest and conducts safety audits at various youth-serving institutions. Michael counsels those institutions on enhancing their policies, procedures, and practices surrounding their intersections with youth and other community members.

Michael has conducted investigations involving allegations of sexual misconduct and sexual harassment at educational institutions and private companies and has extensive experience in consulting with law enforcement agencies conducting criminal investigations, particularly crimes involving alleged sexual and relationship violence. Michael has extensive experience in reviewing public safety agencies' response to large gathering events, particularly in educational settings. Such reviews have involved the examination of police body worn camera and civilian cell phone video evidence, internal police communications, and civilian witness statements to determine individual and agency accountability.

Before joining Cozen O'Connor, Michael was a prosecutor in the Philadelphia District Attorney's Office and the Office of the Berks County District Attorney. During his time as a prosecutor, Michael developed a reputation as a prosecutor committed to justice for both victims and alleged offenders. Michael has extensive jury trial experience, focused on the prosecution of sexual and relationship violence. In his supervisory roles, Michael was instrumental in effectuating changes to the delivery of support services for complainants and the more equitable treatment of juvenile offenders. Michael also helped develop protocols for a court program designed to divert minors at risk of being trafficked away from the child delinquency system. In these efforts, Michael worked collaboratively with

local organizations, including Women Against Abuse, Women Organized Against Rape, the Salvation Army, the Defender Association of Philadelphia, the Philadelphia Police Department, and the Family Court of Philadelphia.

Michael's efforts in preventing and addressing allegations of child abuse, particularly historical allegations of abuse, led to being awarded the Team Excellence Award from the Philadelphia Children's Alliance and being selected to testify in support of an expanded statute of limitations under consideration by the New York State Assembly. Michael's experience also includes work to improve the criminal justice's response to crimes against the elderly. He served on the Mayor of Philadelphia's Commission on Aging and was a member of the Philadelphia Corporation for the Aging's Elder Financial Abuse Task Force.

Michael's ability to collaborate with many different stakeholders helped him redevelop the Philadelphia District Attorney's Office's approach to assigning and supervising newly appointed Assistant District Attorneys. Michael supervised this new unit of 25 attorneys and 19 support personnel while creating and implementing a training program designed to develop fair, effective, and just prosecutors.

Michael held several leadership positions in the Philadelphia District Attorney's Office where he often consulted with police and prosecutors regarding the use of force by law enforcement, including officer-involved shootings. As both the Chief of the Juvenile Court Unit and the Chief of the Municipal Court Unit, Michael was responsible for the review of allegations of the non-fatal use of force by police officers involved in the arrest of juvenile and adult defendants. In doing so, Michael worked with various law enforcement agencies including school police, public transportation, and municipal police departments and made determinations regarding police officers' use of force and the appropriate prosecutorial response to situations involving the excessive use of force.

Michael's training and teaching experience includes the Institute for Higher Education Compliance Conference at Thomas More College, the Philadelphia District Attorney's Office, the Philadelphia Police Department's continuing education program and the City of Reading's Police Academy where he taught a course on the legal issues involved in the use of force by law enforcement. Michael also supervised the training program for new prosecutors that included several sessions on the topic of police-civilian interactions. Those sessions were led by experienced Philadelphia Police personnel and included the following topics: "The Perspectives, Practices, and Policies of Philadelphia Police Officers During a Car Stop," "The Benefits and Limitations of Body Worn Camera Evidence," and "Lessons from the Unexpected Use of Force."

During his undergraduate education, Michael played football at Dickinson College, earning the team's Leadership Award during his senior year. Michael earned his law degree from Temple University Beasley School of Law.

JOHN VINSON, PH.D. | ASSOCIATE

Assistant Vice-President for Student Life/Chief of Police John Vinson has led the CALEA Accredited University of Washington Police Department (UWPD) as Chief of Police since February 2009. The UWPD provides comprehensive public safety and police services to a campus daytime population of 72,000. Under Chief Vinson's leadership, the UWPD has developed and implemented strategic initiatives in community policing, organizational efficiency and proactive policing strategies.

With over 23 years of law enforcement experience, Chief Vinson holds a Ph.D. in Public Administration from Western Michigan University and is a graduate of the FBI National Academy. Along with his extensive varied law enforcement experiences, Dr. Vinson is an adjunct faculty member teaching leadership and management courses in the Master's of Public Administration Program for Central Michigan University. He is also currently an adjunct faculty at Seattle University, and has instructed courses at Western Michigan University, Kirtland Community College and Montcalm Community College. As a member of Seattle University adjunct faculty, Dr. Vinson was one of the co-investigators on a research project titled "Evaluation of the Washington State Criminal Justice Training Commission's "Warriors to Guardians" Cultural Shift and Crisis Intervention Team (CIT) Training. He and other members of the research team presented their initial findings at the International Academy of Law and Mental Health Conference in Vienna, Austria in July 2015 and additional findings in Prague, Czech Republic, July 2017.

Dr. Vinson has conducted numerous leadership and related law enforcement seminars and workshops for management, supervisory, support staff and customer service employees. Other experience includes being directly responsible for and working with other public and private agencies in the areas of strategic planning, organizational analysis and efficiency studies, leadership development, team building and change facilitation. He has also served as a consultant with D. Stafford & Associates since 2013.

Chief Vinson's professional affiliations include active membership in the International Association of Campus Law Enforcement Administrators (IACLEA), the International Association of Chiefs of Police (IACP), the National Association of Black Law Enforcement Executives (NOBLE), the Washington Association of Sheriffs and Police Chiefs (WASPC), and the King County Police Chief's Association (KCPCA). He is currently the General Chair of the IACP University and College Police Section, which serves on the board of directors for the IACP. He is also on the executive board for IACLEA, serving as the Director at Large.

SONNY PROVETTO | ASSOCIATE

Sonny Provetto is a Licensed Independent Clinical Social Worker, an Eye Movement Desensitization and Reprocessing clinician, and a trauma Consultant for police departments and emergency responders in northern Vermont. His experiences as a police officer and as an emergency mental health clinician at 911 have guided his clinical practice with first responders for more than 17 years. He currently consults on issues of stress and trauma with ten Vermont police departments including the Vermont State Police and the Vermont Department of Children and Families. In June 2018, Sonny testified for the Vermont legislature as a subject matter expert on PTSD and influenced legislation making Vermont the first state to recognize PTSD as a compensable work-related injury for first responders. It was through his understanding of Eye Movement Desensitization and Reprocessing (EMDR) and its efficacy that the legislature saw the value of treating first responders immediately after a traumatic event. Because of the new law, Sonny has established practice guidelines for the new and necessary PTSD evaluations for first responders to help practitioners, responder agencies, and adjusters understand and assess claims accurately and provide guidance towards a swift return to work, if possible. He is the recipient of the 2018 EMDR International Association Award as a distinguished clinician recognized for the support and advancement of EMDR as an effective therapy for the treatment of trauma in emergency service personnel.

MELISSA PHILLIPS M.P.H. | ASSOCIATE

Melissa Phillips, is an independent consultant specializing in the evaluation of education and health programs. Melissa has served as either an internal and external evaluator on large, federally-funded grants for almost 20 years, collaborating with stakeholders on all aspects of evaluation, from logic model development to data analysis, report writing, and presentation of results. Melissa brings expertise in using qualitative evaluation methods, with undergraduate training from Brown University in Anthropology and a wealth of experience using in-depth interviews, observations, focus group discussions and other qualitative techniques to answer questions of programmatic and evaluative importance. Her graduate training in Public Health gave her additional expertise in developing, implementing and evaluating public sector programs in order to show impact and scalability. Melissa has evaluated programs serving both international, low-literacy populations, as well as low-income populations in the U.S., giving her the ability to tailor her work to a variety of settings, needs, and technological levels.



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