

Office of the President

TO MEMBERS OF THE COMPLIANCE AND AUDIT COMMITTEE:

DISCUSSION ITEM

For Meeting of September 20, 2023

IMPLEMENTATION PROGRESS OF UNIVERSITY OF CALIFORNIA COMMUNITY SAFETY PLAN

EXECUTIVE SUMMARY

In August 2021, the University of California (UC) released its first systemwide [Community Safety Plan](#) (CSP), shaped by more than a year and a half of robust conversations with UC stakeholders and subject matter experts. This plan maps a path of systemic change for UC toward a more data-driven, service-oriented, and community-centric approach to campus safety. The plan set forth a timeline for campuses¹ to fully implement its recommendations. This item reports on progress to date at the two-year mark.

BACKGROUND

As President Drake has previously stated, “Safety is a fundamental characteristic of a healthy and productive workplace. We need strong security protocols and policies in place to keep UC employees, students, patients, and visitors safe. We want everyone on our campuses to feel safe and respected as well. This has been a guiding principle behind our work on the [University of California’s Community Safety Plan](#).”²

The CSP was published as a “living document” in August 2021 to guide UC toward a more community-centric, service-oriented, and data-driven approach to campus safety. It establishes key milestones to accelerate action while allowing for emerging practices and new approaches to be evaluated and, where warranted, integrated into the work. Across the system, all UC locations have achieved most of the CSP objectives, while continuing to refine and implement emerging practices.

UC COMMUNITY SAFETY PLAN

The four key principles guiding UC’s ongoing work are:

- **Community and Service-Driven Safety**

¹ “Campuses” throughout the community safety plan refers to all UC locations, including UC Health centers.

² [From President Drake: Keeping our community safe | UCnet \(universityofcalifornia.edu\)](#)

Campus safety policies and practices must reflect the needs and values of the University's diverse community and be in service to them. This fundamental idea is reflected throughout the plan.

- **A Holistic, Inclusive and Tiered Response Model for Safety Services**
Safety will be defined in its broadest terms and will include mental health, wellness, basic needs, bias/hate response, as well as other services. Multidisciplinary teams will triage behavioral health crises, conduct wellness checks, and safely connect individuals to coordinated care, including health and social support resources.
- **Transparency and Continuous Improvement Through Data**
Campuses will collect and publicly share uniform campus safety data on a UC-wide dashboard to empower the UC community and inform change.
- **Accountability and Independent Oversight**
Independent police accountability boards, comprised of a broad cross-section of the UC community, will provide a robust complaint and investigation process to ensure that officers are acting consistently with rules, policies, and the law.

UPDATE ON IMPLEMENTATION

Responsible executive officers for each campus have been critical in driving and tracking overall implementation of work at their locations. These leaders meet quarterly to share updates, discuss challenges, and learn emerging practices from across the system.

Community and Service-Driven Safety

This fundamental principle, with its emphasis on engaging communities and strengthening campus safety practices, continues to drive the successes of the Community Safety Plan. Campuses have adopted a holistic approach through training. For instance, recently non-sworn safety officers enrolled in the highly respected "Approach to Quality Service" course offered by the Disney Institute³. Campuses have implemented surveys using a common platform that allows safety providers to provide a QR Code to contacts who can then provide real-time feedback. This feedback allows an opportunity to "keep the pulse" of the community and make changes as needed. From April to June 2023, students who completed surveys on the UC Santa Cruz campus gave an overall service rating of 93 percent to campus safety personnel.

The Vehicles, Uniforms and Equipment (VUE) workgroup provided the following guidelines for implementation by March 31, 2023:

- **Differentiation of Public Safety Tiers** – Each tier (or type) of public safety providers must be distinguishable from another tier and easily identifiable.
- **Complementary** – The VUE for all tiers must be complementary and work together to maintain safety and to ensure that tiered response models are holistic and inclusive.
- **Consistency** – Tiers with a similar function and responsibility should be consistent in

³ Disney Institute is a branded offering of the Walt Disney Company. The referenced training includes facilitated on-site instruction based on the company's operational experience and long history of service excellence.

VUE across the University.

- **Emerging Practices** – When considering future changes to VUE, emerging practices from both campuses and medical centers and the wider community should be evaluated and adopted.
- **Feel Safe and Be Safe** – The VUE for any tier should balance the need for personnel safety and what is the least tactical option for completing the responsibilities assigned to them.
- **Minimize Militarized Appearance** – All campuses and medical centers should work to minimize the perceived appearance of militarized public safety personnel and increase the visibility of unarmed safety personnel and services.

Campuses are rebranding uniforms and equipment to reflect the newly implemented tiered response systems. Vehicles clearly display the campus name or University of California to distinguish them from local law enforcement. Non-law enforcement safety partner vehicles are becoming more clearly distinguishable from law enforcement by color differentiation and program name prominently displayed. UC Riverside recently added a custom, accessible van used to transport community members in crisis rather than utilizing a patrol vehicle. Non-sworn safety personnel wear polo-style shirts with a position title on the back. Keeping with the mission of UC to reduce its carbon footprint, many campuses are looking into purchasing alternative-fuel vehicles as funding permits.

Awards for Saving Lives

UC Public safety personnel serve the UC community 24/7 and are often presented with challenging circumstances. Numerous members of UC Police Departments were recognized during 2022 and 2023 with awards for saving lives during the course of their normal duties. Their dedication to serving the UC community and heroic actions embody UC's values and the CSP.

UCD

Jessie Alli
Mihoko Kubo
Ricky Lee

UCR

Jonathan Estrada
Joseph Lara

UCSB

Carter Peterson
Tiffany Little
Darren Miller
Saray Rubio
Gary Gaston
Tori Saunders
Derrick Marzano
Edwin Ruiz
Anthony Lomeli
Matthew Bly

UCLA

Jordan McIntire
Tiffanie Hand
Erica Godinez
Ronda Sells
Frank Bobo
Marcus Enfiedjian
Robert Chavez
Larry Johnson
Jason Park
Jordan McIntire

Shamir Gonzalez
Kenneth Embry
Vanessa Alvarado

A Holistic, Inclusive and Tiered Response Model for Safety Services

Tiered response defines safety in the broadest terms, including mental health, wellness, basic needs, and response to incidents involving bias and hate. Under UC's new model, multidisciplinary teams triage behavioral health crises, conduct wellness checks, and safely connect individuals to coordinated care, including health and social support resources.

All campuses have implemented a tiered response system and are hiring to fully staff the allocated positions. It should be noted that several campuses have reported difficulty fully staffing these programs, delaying full implementation.

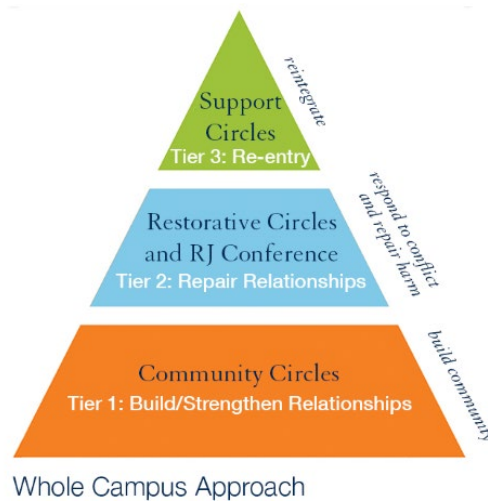
In a tiered response model, the most appropriate responder or a combination of the most appropriate responders are matched to a call for service, with the overall goal of having sworn police officers respond less frequently. Examples of the tiers include the following from UC Irvine Police Department (UCIPD):

- *Public Safety Responders* are former Public Safety Officers who provide unarmed high visibility security presence at health locations.
- *Public Safety Ambassadors* are full-time, unarmed civilian employees of UCIPD who wear blazer-style uniforms clearly displaying "Public Safety Ambassador."
- *Community Safety Ambassadors (CSA)* are non-sworn, unarmed, part-time student employees of UCIPD. CSAs receive appropriate training and provide extra "eyes and ears" in the community; CSAs play a key role in the holistic, tiered safety response on the UCI campus.
- *Police Officers* are sworn law enforcement.

Restorative Justice

The CSP sets an objective to engage with community agencies (district attorney's offices, for instance) to formalize restorative justice options to address low-level crimes as an alternative to the criminal justice system. Campuses continue to engage stakeholders and work with outside agencies on diversion where applicable.

The UC San Francisco (UCSF) Restorative Justice Practices program is a highlight in this space that recently expanded to support all campus members with the support of Chancellor Hawgood. The focus of the program is a whole campus approach that uses a relational strategy to create a culture of connectivity where all members feel a sense of belonging. The following diagram highlights the multi-tier approach:



To ensure that all locations have the opportunity to gain experience from UCSF in this space, the model will be presented at the upcoming systemwide community safety conference in November 2023.

Transparency and Continuous Improvement Through Data

Data is critical to the work of community safety and UC's commitment to transparency and continuous improvement. Data dashboards were developed in collaboration with the Office of Institutional Research and Academic Planning at the Office of the President (UCOP) and were implemented in July 2022. Campuses report quarterly on a standard set of data collection templates, data definitions, and reporting cycles. This data allows every campus to address its activity compared to other locations. Systemwide, it provides a snapshot of the safety of all UC campuses.

In 2022, systemwide, there were 759,137 calls for service. Because several different systems are in use across UC, grouping these calls accurately and determining trends is challenging. To improve upon the current data reporting process, a few options are being considered, including a possible longer-term migration to a systemwide standard platform.

Accountability and Independent Oversight

Police Accountability Boards (PABs) have two primary functions: the independent investigation of public complaints against police conducted by investigators outside of the police department, and the review of complaint investigation reports. UC Davis has a long-established PAB and was identified in the CSP as the minimum standard for UC. Five campuses have established PABs and the remaining five campuses have established the framework and governance structures for their PABs. They are currently recruiting members with anticipated meeting dates by year's end. The UC Davis Office of Compliance and Policy continues to support campuses as needed with investigations.

Independent accreditation for all campuses is a key step to ensure that campuses are exceeding the minimum standards needed for continuous improvement, as audited by a third party. Review and accreditation by independent third-party experts ensure operational readiness and align policies and procedures with modern professional standards and best practices. Three campuses have completed accreditation, and the remaining campuses have begun the self-assessment process. The International Association of Campus Law Enforcement Administrators (IACLEA) accreditation process takes approximately 36 months to complete.

Ongoing Work

The implementation process has required sustained effort and dedicated resource allocation given the scope of the changes required and the many stakeholders involved. UC continues to move forward undertaking continuous process improvements along the way.

As the University reimagines a holistic approach to campus safety, it must challenge the systems in place and create new, forward-thinking policies and practices that will carry UC into the future. This is the case with [*Universitywide Police Policies and Administrative Practices \(Gold Book\)*](#). With the adoption of the CSP, an opportunity to create new policies and procedures reflecting the needs of the UC community has arisen. The UC Council of Chiefs has partnered with the Office of Systemwide Community Safety (OSCS) to review policy and modernize standards of practice, including guidance from third-party reviewers such as IACLEA. These outcomes will be reported to systemwide policy advisory committees to solicit input from stakeholders and the UC community by fall 2024.

UC Community and Culture

Similar to the *Police for Tomorrow Fellowship* program at Georgetown University Law Center, faculty at UC Irvine have developed a similar program, *Preservation of Life Education (POLE)*. The UC Irvine course curriculum focuses on a holistic approach to law enforcement and was presented to the Chiefs of Police and Academic Senate for feedback. It is anticipated that the course would take approximately 18 months to complete. Logistical considerations such as location, faculty, and associated fees is the next step to implementing the program.

As the University approaches the two-year anniversary of the UC Community Safety Plan, OSCS will host its inaugural Conference on November 8-9, 2023 in Costa Mesa, California. Speakers representing all stakeholders—students, faculty, community members, and community safety professionals—will present on emerging topics and best practices such as the importance of data collection, oversight boards, and use of force. This is a key action for the UC Community Safety Plan and OSCS will perform this every other year.

LOOKING AHEAD

The University has proven success with the CSP, shown by the fact that the UC community has embraced the CSP. The focus of the coming year will be continuous improvements to build upon

these successes and complete the items that have taken longer than anticipated. The following ongoing items will continue the spirit of the CSP:

- Data Dashboards – Focus on a more robust data dashboard system for transparency and ease of use by June 2024.
- Oversight – Assist campuses in implementing their PABs by the end of 2023, continue monitoring the IACLEA accreditation process with anticipated campus completion by March 2025, and continue to assist campuses as needed with best practices.
- High-quality training – Continue to support UC stakeholders with high-quality internal and external training for a holistic and inclusive community starting with the Community Safety Conference in November 2023.
- Community Engagement – Continue to engage with employee relations groups about the importance of the Community Safety Plan.

This overview provides a summary of the progress made to date (with links to detailed information). More information on self-reported individual campus actions⁴ can be found on the UC Community Safety Plan website. The presentation to the Regents will further highlight key accomplishments and challenges, with specific examples and an overall assessment of the implementation.

Key to Acronyms

CSP	Community Safety Plan
IACLEA	International Association of Campus Law Enforcement Administrators
OSCS	Office of Systemwide Community Safety
PAB	Police Accountability Board
UC	University of California
UCOP	University of California Office of the President
VUE	Vehicles, Uniforms and Equipment

ATTACHMENTS

[Attachment 1: UC’s Community Safety Plan Overview](#)

[Attachment 2: Key Milestones – Guideline Implementation](#)

⁴ <https://www.ucop.edu/community-safety-plan/reports/campus-progress-reports-jan2023.html>