

## UPDATE ON UCOP COMMUNITY SAFETY PLAN GUIDELINES

Published to UCSF Police Departments Website on or before December 31, 2021

CAMPUS: [UCSF Police Department](#)

### UC Community Safety Plan

- [Introduction](#)
- [Part 1: Guidelines](#)
  - [Guideline 1: Community and Service-Driven Safety](#)
  - [Guideline 2: Holistic, Inclusive and Tiered Response Services](#)
  - [Guideline 3: Transparency and Continuous Improvement through Data](#)
  - [Guideline 4: Accountability and Independent Oversight](#)
- [Part 2: Implementation Framework](#)
  - [Community-Centered Safety](#)
  - [Holistic, Inclusive and Tiered Response Services](#)
  - [Transparency and Continuous Improvement through Data](#)
  - [Accountability and Independent Oversight](#)

### INTRODUCTION

Across the nation, communities are grappling with the hard truth that systems of policing and law enforcement have not safeguarded people equally. Too often, the same systems charged with providing protection have become a source of great distrust and fear. This plan to re-envision safety at the University of California starts by acknowledging that reality.

Students, faculty, staff, patients and visitors must be secure on our campuses and confident that the University is a supportive environment that is responsive to their needs. The Community Safety Plan creates a structure for achieving that goal. It calls for transforming UC's culture, policies and practices to ensure that all members of the community feel welcomed, respected and protected from harm.

Successful implementation of this plan is a top priority for the University — one that reflects UC's values and its commitment to equity and social justice. The plan emerged from robust discussions that began months ago, with Chancellors forming campus-based safety task forces to engage their communities in re-envisioning campus safety and policing. Two separate systemwide Presidential Symposia in early 2021 provided further dialogue about the best path forward. These efforts, in addition to input from stakeholders across the UC system and external experts, informed the plan's key guidelines:

**Community and Service-Driven Safety**

Campus safety policies and practices must reflect the needs and values of our 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 include mental health, wellness, basic needs and 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.

Additional specifics of the plan are outlined below. In Part I, the guidelines that form the foundation of the plan are described. The guidelines are the basis for the key actions, described in Part II. A new role at the UC Office of the President will track systemwide implementation and report to the president on UC's progress.

It's important to acknowledge this plan marks the beginning of our collective efforts to achieve a new vision of campus safety. Given the complexities involved, this plan should be viewed as a living document that will be refined based on community feedback and empirical data. It is not the end point for achieving a new vision of campus safety. This starts the next phase of our collective efforts, and everyone has a role to play.

## **PART I: GUIDELINES**

The guidelines in Part I provide a high-level summary of the principles that inform the UC Community Safety Plan. These guidelines also give general direction on the approach that UC will take to achieve the actions outlined in the implementation framework of Part II.

### **Guideline 1: Community and Service-Driven Safety**

All members of the UC community should feel valued, welcomed and free from any threat of physical, psychological or emotional harm. Our campus safety system must reflect the needs and values of a diverse campus community including those vulnerable to harm. Specific strategies and tactics in the campus plans will be shaped by a process that includes broad representation of the campus population and is sensitive to the needs of historically marginalized communities.

The campus safety system will provide high-quality service in a courteous and accessible manner that allows our community to feel safe and respected in every interaction. Interactions will be held to a high standard of respect and fairness and will be monitored. Hiring procedures and guidelines for campus safety personnel will involve participation of a broad representation of campus community groups including students, faculty and staff. This begins a continuous process of evaluation and improvement. Campuses will continually engage their communities and strengthen campus safety practices.

### **Guideline 2: Holistic, Inclusive and Tiered Response Services**

To ensure the safety of the UC community, a tiered response model will match a call for service with the appropriate type of response and responder(s). This holistic approach will include mental health, wellness, basic needs, bias/hate response, law enforcement, emergency response and other services through interdepartmental partnerships and cross-trainings. Multidisciplinary crisis teams will be available 24/7 and triage behavioral health crises, conduct wellness checks, and safely connect individuals to coordinated care, including health and social support resources. Non-sworn security personnel will more visibly render services such as residence hall foot patrols, providing safe shuttles/walks for students, staffing events requiring additional security, and diffusing unsafe behavior.

The University will prioritize deterrence and violent crime prevention over the enforcement of non-violent minor offenses, such as non-hazardous traffic violations. The University will reinforce existing guidelines that minimize police presence at protests, follow de-escalation methods in the event of violence and seek non-urgent mutual aid first from UC campuses before calling outside law enforcement agencies.

### **Guideline 3: Transparency and Continuous Improvement through Data**

A systemwide dashboard with campus-level detail will be created and regularly updated to inform and empower the UC community. Based on new systemwide reporting requirements and uniform standards for data collection, this information will be used to assess campus safety practices, generate recommendations for best practices and hold the institution accountable.

### **Guideline 4: Accountability and Independent Oversight**

Campus complaint processes are essential mechanisms for the community to report misconduct and ensure that officers are acting consistently with rules, policies and the law. A standardized and robust complaint and investigation process will be implemented through police accountability boards.

The Office of President will designate a full-time position in service to the campuses to coordinate campus safety, ensure continuous improvement through best practices and monitor the implementation of the UC Community Safety Plan.

Two UC campuses are currently accredited by IACLEA, the International Association of Campus Law Enforcement Administrators. IACLEA is grounded in President Obama's Task Force on 21st Century Policing and continually evaluates and implements best practices for campus safety as part of its accreditation standards. The remaining eight UC campuses will seek this accreditation. Review and accreditation by independent third-party experts will ensure operational readiness, align policies and procedures with modern professional standards and best practices, promote a strong emphasis on the safety of the public and officers, offer additional community input opportunities, and provide an independent and ongoing audit and review function.

**PART II: IMPLEMENTATION FRAMEWORK**

**1. Community-Centered Safety**

Actions	Expected Completed Dates
<p>1.1 Current and future campus-based task forces or working groups focused on campus safety will include broad representation of the full UC community, including historically marginalized communities.</p> <p>Assigned to department other than Police. Unknown status.</p>	9/30/21
<p>1.2 A community-led process will be established that involves faculty, students and staff to define and advise on the specific strategies and approach in the tiered response model (see Guideline 2).</p> <p>Assigned to department other than Police. Unknown status.</p>	9/30/21
<p>1.3 The history of policing, and the variety of views including maintaining, defunding or abolishing police departments, and making space for those ideas and solutions, will be shared and considered by campus leadership.</p> <p>Assigned to department other than Police. Unknown status.</p>	9/30/21

- 1.4 All personnel in the whole systems framework referred to in Guideline 2 will be trained on inclusive and respectful service for their interactions with the campus community. 6/30/22

UCSF Police Department completed:

- ✓ UCSF PD has been in compliance and fulfilled this guideline with the following courses, training sessions, and events:
  - Diversity Equity and Inclusion Themes in the Profession of Policing all-hands annual training with police psychologist Dr. Raymond Mars = **Completed October 2020–January 2021 (UC Learning Center)**
  - UC Learning Center modules, mandated annually:
    - Foundations of Diversity Equity and Inclusion
    - Ethical Values and Conduct
    - Sexual Harassment (supervisory and non-supervisory modules)
    - Annual Bias training
    - Workplace Violence Prevention training
  - Mental Health Awareness for Police live training with Special Nurse and Police Community Advisory Board member (PCAB) student representative, Shararah Aziz = **Completed 1st cohort July-August 2021**. UCSF PD endorsed this instructor and course: Ensured its approval through POST, for all law enforcement officers to partake in. **(SB29 & PC 13515.28(a)(1))**
  - Bias/Hate Response, POST certified Bias and Racial Profiling = **Completed December 2020**. California mandates that this training be taken every 5 years, but UCSF PD exceeds that mandate by conducting this training annually. **(PC 13519.4(i) and POST Regulation 1081)**
  - Strategic Communications training is conducted annually = **Completed in July 2021. Commission Regulation 1005(d)**
  - Defensive Tactics: De Escalation Scenarios offered annually = **Completed in October of 2021**
  - New LGBTQ+ Awareness training = Scheduled for October 2021. PSD Corporal is instructor-trained by POST, to teach this certified course. No frequency mandates have been announced to date, so UCSF PD will concede to offering this training to all hands annually. LGBT: CA Penal Code 13519.41, AB 2504.
  - CIT Crisis Intervention Training = 10 officers have taken this training, with 50 more being scheduled, for training sessions starting the week of September 20, 2021. (4 days of training: 2 via zoom, 2 live)
  - Crisis Prevention Institute (CPI) training, The Joint Commission (TJC) has just completed their evaluation in December of 2021 and the certification is good for one year. Our security personnel are trained continuously in CPI, new hires receive the training promptly, and current team members receive the training annually. A number of CPI standards focus on preventing and reducing the use of restraint in healthcare facilities. CPI training, with its trauma-sensitive, person-centered focus on **alternatives to restraint** as well as **safer, less harmful physical interventions to be used only as a last resort**, help UCSF PD meet [The](#)

Joint Commission’s standards. Diffusing Assaultive Behavior is the first step in CPI training.

- Avade training “The nation’s leader in Workplace Violence Prevention Training” = Our security personnel are trained continuously, new hires receive the training promptly, and current team members receive the training annually.
- Racial Bias video for onboarding under PDMS **Bias, Microaggressions & Cultural Humility** sworn + security added.
- Security customer service class? No current customer service courses. We will begin to enrollee our Public safety Ambassadors in the Disney Customer Service Institute in January of 2022

UCSF Police Dept is always in compliance with this guideline, per the following General Orders:

- ✓ [3.34.1 In-Service Training](#)
- ✓ [4.2 Unbiased Law Enforcement](#)
- ✓ [4.8.9 Mental Health Training](#)

Additional Information can be found on the **UCSF VUE Document Response**

- 1.5 Except in urgent or emerging crises where it poses a safety risk, all campus safety service providers will proactively provide their name, contact information, reason for stop or call response, and prior to the conclusion of their contact, will confirm how feedback can be sent. 12/31/21

UCSF Police Department is on track:

Contact Card for feedback has been created, and mock-up’s have been approved by the Chief of Police. Documents and Media to mass-produce the cards before the end of this year/in advance of this guideline’s due date.

12/7 – possibility of using spider tech. In the interim, use cards. FSD to order. Reflect in policy, PSD.

12/20 – Sgt. Carlson finished rough draft for policy. Waiting for final review.

- 1.6 The campus community will be surveyed periodically on their experiences with campus safety personnel and services. The data will be utilized to inform future training and other actions, and shall be shared with the campus community publicly. 3/31/22

UCSF Police Department completed:

- ✓ [Spidr Tech](#) automatically sends the campus community a customer service survey, after each and every interaction with police. Results are instantly shared with all Command Staff division heads, lieutenants, sergeants, and the Chief of Police.
- ✓ Responses are analyzed and immediate correction is taken if warranted. Corrective action may include counseling, immediate on the job training, and/or formal training via training class at a future date.
- ✓ In addition, a Quarterly Customer Satisfaction Survey is sent to the campus community every quarter.
- ✓ Customer Satisfaction Survey data is analyzed quarterly and policy adjustments and training is adjusted as needed.
- ✓ Data from Spidrtech and the UCSF Quarterly Satisfaction Survey is analyzed by division commander who will then determine training needs for the division.

UCSF Police Dept is always in compliance with this guideline, per the following General Orders:

- ✓ [02.03.02 - Administrative Reporting](#)
- ✓ [02.05.01 - Planning and Research Functions](#)
- ✓ [06.02.01 - Priority of Programs](#)
- ✓ [06.04.03 - Community Relations Objectives](#)

- 1.7 Campuses will adopt real-time feedback platforms to allow for community members to comment on interactions with safety personnel; feedback will drive continuous improvement.

6/30/22

UCSF Police Department completed:

- ✓ [Spidr Technology](#) currently fulfills this function for UCSF Police. SpidrTech automatically sends the campus community a customer service survey, after each and every interaction with police. Results are instantly shared with all Command Staff division heads, lieutenants, sergeants, and the Chief of Police.
- ✓ Responses are analyzed and immediate correction is taken if warranted.

UCSF Police Dept is on track:

- ✓ Contact Card for feedback has been created for police officers and security personnel. Mock-up's have been approved by the Chief of Police. Documents and Media to mass-produce the cards before 12/31/2021
- ✓ Contact card feedback will be shared with Command Staff division heads on a weekly basis, to drive continuous improvement.

12/7 – possibility of using spider tech. In the interim, use cards. FSD to order. Reflect in policy, PSD.

12/20 – Sgt. Carlson finished rough draft for policy. Waiting for final review.

- 1.8 Each campus will develop and implement procedures and guidelines for the UC community, including students, faculty and staff, to serve in an advisory capacity in the interview process of UC police department and other campus safety personnel. 12/31/21

UCSF Police Department completed:

- ✓ UCSF PD has been in compliance with this guideline since 2017: the creation of its Police Community Advisory Board (PCAB). In this board, there is one representative from every UCSF division/department/school, including student representation and neighborhood groups. PCAB members serve in an advisory capacity in the interview process for every sworn Police Officer interview.
- ✓ In 2021, UCSF PD also began deploying community input and interview involvement with security personnel hires as well.

UCSF Police Dept is always in compliance with this guideline, per the following General Orders:

- ✓ [03.19.01 – Recruitment Assistance](#)
- ✓ [03.27.01 – Oral Interviews](#)

- 1.9 Evaluation criteria for candidates in hiring and promotional decisions for campus safety roles will include behaviors consistent with the University's principles of community and their commitment to integrity, excellence, accountability, and respect. 9/30/21

UCSF Police Department completed:

- ✓ UCSF PD currently ensures this guideline:
  - Human Resources' Talent Acquisition is involved in the creation of all interview questions, and is tasked with increasing the diversity in our candidacy pool.

- The Office for the Prevention of Harassment and Discrimination trains our interview panels on Diversity Equity Inclusion and Accessibility (DEIA) prior to interviews.
  - UCSF PD's Diversity Statement assignment and diversity-related interview questions were also vetted by HR.
  - Security Manager interview questions + Diversity Statement assignment are complete. New questions have been used in recent interviews.
  - All sworn panels including but not limited to entry level, lateral, promotional panels, captain's testing. Lieutenant's 3 stage assessment center, and sergeant's testing include questions on DEIA and require a thorough background examination in compliance with POST dimensions.
- ✓ UCSF PD consistently performs community-member outreach for involvement in interview processes, via PCAB.
- ✓ For behavioral traits evaluated in the selection process, please see [POST's 10 Dimensions](#).

UCSF Police Dept is always in compliance with this guideline, per the following General Orders:

- ✓ [03.17.01 - General Recruitment Information](#)
- ✓ [03.17.02 - Recruitment Program](#)
- ✓ [03.17.05 - Recruitment Manager Training](#)
- ✓ [03.17.06 - Involvement of Agency and Minority Personnel](#)
- ✓ [03.37.03 - Promotion Procedures](#)

- 1.10 Continuing the standard background check conducted, the University will not hire officers or any campus safety personnel with any sustained findings of **misconduct** related to moral turpitude, sexual harassment, bias, discrimination, or any other finding determined to be inconsistent with the University's principles and values, or who resigned while under investigation. 9/30/21

The UCSF Police Department is compliant with this section as described below:

#### **Sworn and Dispatch Personnel and Other Sensitive Positions**

UCSF background process adheres to the Police Officers and Standards Training (POST) mandates under California Code of Regulations (CCR) Title 11, Division 2 to determine suitability and eligibility for peace officer employment. Per 11 CCR § 1953 "Every police officer candidates shall be the subject of a thorough background investigation to verify good moral character and the absence of past behavior indicative of unsuitability to perform the duties of a peace officer [Government Code section 1031(d)]". To include Integrity, Impulse Control/Attention to Safety, Substance Abuse and Other Risk-Taking

Behavior, Stress Tolerance, Confronting and Overcoming Problems, Obstacles, and Adversity, Conscientiousness, Interpersonal Skills, Decision-Making and Judgment, Learning Ability, and Communication Skills. For lateral candidates from other police agencies, a complete check of their work history is performed to ensure POST and University standards are adhered to.

Additionally, there are several areas in the background investigation to assist in determining if candidate is consistent with University's principles and values to include criminal record checks (Local, State and National) via DOJ fingerprint submission and local police department agency inquires; inquiries to where candidates has lived via neighborhood checks, worked, or frequently visited; Department of Motor Vehicle check, employment history checks, military checks, credit checks and other necessary checks needed to determine suitability and morale character.

Peace officers also undergo a psychological evaluation from a POST certified psychologist. Per 11 CCR § 1953 "every peace officer candidate shall be evaluated to determine if the candidate is free from any emotional or mental condition, including bias against race or ethnicity, gender, nationality, religion, disability, or sexual orientation, that might adversely affect the exercise of the powers of a peace officer [Government Code section 1031(f)], and to otherwise ensure that the candidate is capable of withstanding the psychological demands of the position".

Public Safety Dispatchers background check and psychological evaluation is similar to that of peace officers and follow mandates under California Code of Regulations (CCR) Title 11, Division 2 to determine suitability and eligibility for public safety dispatcher employment. Per 11 CCR § 1959 "every public safety dispatcher candidate shall be the subject of a thorough background investigation in order to verify the absence of past behavior indicative of unsuitability to perform public safety dispatcher duties".

Other sensitive positions go through a comprehensive background check following POST mandate but do not necessarily need to go through a psychological evaluation.

#### **Other Campus Safety Personnel**

For all others, such as Public Safety Ambassadors, the UCSF PD adhere to UCSF Campus Administrative Policies critical position background checks (policy 150-18) and UCSF PD Department policy for pre-employment background investigation (PD policy 3.26.1). This includes pre-employment questionnaire, criminal record checks (Local, State and

National) via DOJ fingerprint submission, credit check, personal or business reference interviews, employment verification. A complete background and fingerprint result is then reviewed by a division manager to determine if there were any disqualifications or past misconduct that would be inconsistent with the Universities principles and values.

- 1.11 Sworn and unsworn safety personnel must receive high-quality and regular training in verbal de-escalation and non-violent crisis intervention; lawful use of force; cultural competency and diversity; anti-racism, eliminating homophobia and transphobia; the potential for biased policing and responses to certain offenses such as domestic violence, sexual violence and hate crimes. Safety personnel will also be trained on employee personal wellness. Training on diversity, anti-bias and sex crimes should be conducted in consultation with campus Diversity, Equity and Inclusion (DEI) offices and Title IX offices, respectively.

6/30/22

The UCSF Police Department is compliant with this section as described below:

#### **Sworn Personnel**

##### **Crisis Intervention Training:**

A Crisis Intervention Team (CIT) is a self-initiated community partnership between local law enforcement, county health services, mental health advocates, and mental health consumers. It is designed to address the needs of mental health consumers who enter the judicial system during a crisis state. Each CIT is unique, developed in response to the challenges and resources of the community it serves. **CONTINUOUS and ONGOING**

Established  
Senate Bill 11 (October 2015)  
PC 13515.26 and PC 131527 (August 2016)

##### **LAWFUL USE OF FORCE:**

###### **Established:**

AB 392 (May 2021) updates PC 196

AB 392, Weber. Peace officers: deadly force.

Existing law authorizes a peace officer to make an arrest pursuant to a warrant or based upon probable cause, as specified. Under existing law, an arrest is made by the actual restraint of the person or by submission to the custody of the arresting officer.

Existing law authorizes a peace officer to use reasonable force to effect the arrest, to prevent escape, or to overcome resistance. Existing law does not require an officer to

retreat or desist from an attempt to make an arrest because of resistance or threatened resistance of the person being arrested.

Under existing law, a homicide committed by a peace officer is justifiable when necessarily committed in arresting a person who has committed a felony and the person is fleeing or resisting such arrest.

Existing case law deems such a homicide to be a seizure under the Fourth Amendment of the Constitution of the United States, and as such, requires the actions to be reasonable.

This bill would redefine the circumstances under which a homicide by a peace officer is deemed justifiable to include when the officer reasonably believes, based on the totality of the circumstances, that deadly force is necessary to defend against an imminent threat of death or serious bodily injury to the officer or to another person, or to apprehend a fleeing person for a felony that threatened or resulted in death or serious bodily injury, if the officer reasonably believes that the person will cause death or serious bodily injury to another unless the person is immediately apprehended.

The bill would also affirmatively prescribe the circumstances under which a peace officer is authorized to use deadly force to effect an arrest, to prevent escape, or to overcome resistance.

#### PC 196

Section 196 of the Penal Code is amended to read:

Homicide is justifiable when committed by peace officers and those acting by their command in their aid and assistance, under either of the following circumstances:

- (a) In obedience to any judgment of a competent court.
- (b) When the homicide results from a peace officer's use of force that is in compliance with Section 835a.

#### PC 835a (a)

(1) That the authority to use physical force, conferred on peace officers by this section, is a serious responsibility that shall be exercised judiciously and with respect for human rights and dignity and for the sanctity of every human life. The Legislature further finds and declares that every person has a right to be free from excessive use of force by officers acting under color of law.

(2) As set forth below, it is the intent of the Legislature that peace officers use deadly force only when necessary in defense of human life. In determining whether deadly force is necessary, officers shall evaluate each situation in light of the particular circumstances of each case, and shall use other available resources and techniques if reasonably safe and feasible to an objectively reasonable officer.

(3) That the decision by a peace officer to use force shall be evaluated carefully and thoroughly, in a manner that reflects the gravity of that authority and the serious consequences of the use of force by peace officers, in order to ensure that officers use force consistent with law and agency policies.

(4) That the decision by a peace officer to use force shall be evaluated from the perspective of a reasonable officer in the same situation, based on the totality of the circumstances known to or perceived by the officer at the time, rather than with the benefit of hindsight, and that the totality of the circumstances shall account for occasions when officers may be forced to make quick judgments about using force.

(5) That individuals with physical, mental health, developmental, or intellectual disabilities are significantly more likely to experience greater levels of physical force

during police interactions, as their disability may affect their ability to understand or comply with commands from peace officers. It is estimated that individuals with disabilities are involved in between one-third and one-half of all fatal encounters with law enforcement.

PC 835a (b)

Any peace officer who has reasonable cause to believe that the person to be arrested has committed a public offense may use objectively reasonable force to effect the arrest, to prevent escape, or to overcome resistance.

PC 835a (c)(1)

(c) (1) Notwithstanding subdivision (b), a peace officer is justified in using deadly force upon another person only when the officer reasonably believes, based on the totality of the circumstances, that such force is necessary for either of the following reasons:

(A) To defend against an imminent threat of death or serious bodily injury to the officer or to another person.

(B) To apprehend a fleeing person for any felony that threatened or resulted in death or serious bodily injury, if the officer reasonably believes that the person will cause death or serious bodily injury to another unless immediately apprehended. Where feasible, a peace officer shall, prior to the use of force, make reasonable efforts to identify themselves as a peace officer and to warn that deadly force may be used, unless the officer has objectively reasonable grounds to believe the person is aware of those facts.

(2) A peace officer shall not use deadly force against a person based on the danger that person poses to themselves, if an objectively reasonable officer would believe the person does not pose an imminent threat of death or serious bodily injury to the peace officer or to another person.

PC 835a (d)

A peace officer who makes or attempts to make an arrest need not retreat or desist from their efforts by reason of the resistance or threatened resistance of the person being arrested. A peace officer shall not be deemed an aggressor or lose the right to self-defense by the use of objectively reasonable force in compliance with subdivisions (b) and (c) to effect the arrest or to prevent escape or to overcome resistance. For the purposes of this subdivision, "retreat" does not mean tactical repositioning or other de-escalation tactics.

PC 835a (e)

For purposes of this section, the following definitions shall apply:

(1) "Deadly force" means any use of force that creates a substantial risk of causing death or serious bodily injury, including, but not limited to, the discharge of a firearm.

(2) A threat of death or serious bodily injury is "imminent" when, based on the totality of the circumstances, a reasonable officer in the same situation would believe that a person has the present ability, opportunity, and apparent intent to immediately cause death or serious bodily injury to the peace officer or another person. An imminent harm is not merely a fear of future harm, no matter how great the fear and no matter how great the likelihood of the harm, but is one that, from appearances, must be instantly confronted and addressed.

(3) "Totality of the circumstances" means all facts known to the peace officer at the time, including the conduct of the officer and the subject leading up to the use of deadly force.

POST LEARNING PORTAL / Continuing Professional Training (24 hours required every 2 years-Web Based)  
Courses include but are not limited

Bias and Racial Profiling (compliant with PC 13519.4(i), POST Regulation 1081 and AB392  
Autism Recognition and Response  
De-Escalation: Enhancing Strategies for Everyday Encounters  
Domestic Violence and Gun Violence Restraining Orders (Compliant with PC 13519 (g), POST Regulation 1005F and 1081.)  
Homelessness and Policing: A Collaborative Approach  
Mental Health: Responding to Individuals in Crisis  
PTSD and Traumatic Brain Injury  
Officer Wellness  
Stress Management  
UCSF Mandatory UOF training w/scenarios (8 hours Bi-annually) (Ca Post requirement is 4hrs every 24 months) Last completed October 2021  
UCSF Use of Force Test (after review of UOF PowerPoint Presentation)/ Power DMS (Yearly)  
UCSF GO 4.03.01 (Revised 1/25/2021)

CALEA Standard 4.1.1 (Received CALEA Accreditation effective July 16<sup>th</sup>, 2021 for the fifth straight time.)

4.1.1 (LE1)(M M M M) (LE1) Use of Reasonable Force

A written directive states personnel will only use reasonable force to accomplish lawful objectives and apply de-escalation techniques when possible.

Commentary

Agencies should take efforts to ensure the organizational culture values the preservation of life in the performance of all duties and responsibilities. To that end, policies with regard to the use of force should be clear, concise, and easily applied. Furthermore, associated training should be conducted ranging from immediate action to de-escalation. De-escalation should be considered from a comprehensive perspective and include training for personnel providing call-intake through those interacting with points of contact in the field environment. Call-takers should be trained on the importance of information gathering, as well as providing responding personnel with relevant information prior to arrival on scene, when available.

Consideration should be given to scenario-based training to ensure employee understanding regarding the practical application of de-escalation techniques. Associated policy and training should also include the concept of proportionality, crisis recognition, effective communication, using distance and cover to create time, contact and cover responsibilities, tactical repositioning, and "slowing down" situations that do not pose an immediate threat.

Additionally, acknowledgement of circumstances involving persons in crisis should be denoted, as well as utilizing safety equipment. Policies should address calling for back-up units and supervisory response to specific call types and events and the use of other available resources specific to the agency.

Training should stress the importance of reasonableness in the application of force with significant consideration for the options allowing the accomplishment of the same objective in a manner most safe for personnel, the public, and the violator.

Consideration should be given to the agency's position on the application of firearms with regard to shooting at or from moving vehicles. Specific circumstances should be identified within policy where such action is permissible and prohibited.

It is understood personnel not having sworn status may be prohibited from using force in situations other than self-defense. Therefore, policy and training should recognize these differences.

05/03/19 The Standards Review and Interpretation Committee (SRIC) determined that the use of the word "objectively" in an agency's directive concerning "reasonable force" will not hinder the compliance with the standard, nor will the absence of the word. (M M M M) (LE1)Yes

UC Gold Book Policy (Chapter 9)

901. When it becomes necessary to take police action, officers shall give consideration to the rights of all persons, including alleged law violators, and to the manner in which they exercise their powers as peace officers. Without compromising their primary mission, which is the protection of life and property, officers may use such reasonable force as is necessary to affect an arrest, to prevent escape or to overcome resistance.

UCSF Office of Diversity and Outreach provides online training in the following fields:

University of California Ethical Values and Conduct (Yearly PDMS)  
Sexual Violence and Sexual Harassment Prevention Training (every two years)  
UCSF Foundations of Diversity, Equity, and Inclusion (Yearly PDMS)  
UCSF Pride Values  
Sexual Violence Against Women Act (VAWA) Training (AB 1825 Mandated training for supervisory employees)

#### **Non-Sworn and Dispatch Personnel and Other Sensitive Positions**

##### **POST LEARNING PORTAL / Continuing Professional Training / Dispatchers**

Callers in Crisis – Suicide Callers (Web Based)

UCSF Office of Diversity and Outreach provides online training in the following fields:

University of California Ethical Values and Conduct (Yearly PDMS)  
Sexual Violence and Sexual Harassment Prevention Training (every two years)  
UCSF Foundations of Diversity, Equity, and Inclusion (Yearly PDMS)  
UCSF Pride Values  
Sexual Violence Against Women Act (VAWA) Training (AB 1825 Mandated training for supervisory employees)

##### **Crisis Prevention Institute Training : Non-Sworn Public Safety Officers**

CPI training programs provide strategies and techniques for security personnel in all settings, including those working in correctional and juvenile facilities.

These strategies and techniques focus on the Care, Welfare, Safety, and Security<sup>SM</sup> of staff and the individuals that reside in their facilities with evidence-based de-escalation and crisis prevention approaches. **CONTINUOUS and ONGOING**

**AVADE: Medical Center Security**

Workplace Violence Prevention Training

**Established:**

Joint Commission on Accreditation of Healthcare Organizations (JCAHO) for CPI and AVADE

- 1.12 The UC Office of the President, drawing on the expertise of faculty, will develop a systemwide program for campus safety personnel to orient them to the UC community and culture.

9/30/22

Assigned to department other than Police. Unknown status.

- 1.13 Campus safety personnel will continue to participate in campus special events, meet with faculty, students and staff groups, share crime prevention and self-defense expertise, and more, to build open lines of communication, engagement and understanding.

9/30/21

UCSF Police Department completed:

UCSF PD is compliant with this guideline. In person classes and/or events halted due to pandemic and Federal and state guidelines.

The following courses/trainings are offered by the Police Department:

- Self-defense webinar.
- RAD training.
- Citizen's Police Academy
- Active Threat Training

The UCSF Police department participates in the following community events:

- UCSF Police Coffee with a cop

- Police information booth at UCSF Farmers Market
- UCSF PD Holiday toy drive
- Holiday visits and crafts to UCSF Childcare Centers
- SF Law enforcement Holiday parade at UCSF
- SF Pride Parade
- SFPD Coffee with a cop
- SF Sheriff Coffee with a deputy
- SF Dogpatch neighborhood clean up
- Healers at the Gate training

The UCSF Police Department promotes crime prevention and safety by:

- Maintaining a Community Governance / Community Oriented Policing and Problem Solving program.
- Performing security assessments to the work and home environment as needed and/or requested.
- Including safety tips/crime prevention tips on all crime alerts.
- Participation in UCSF Threat Management Team
- Participation in UCSF Town Hall events
- Yearly participation in National Night Out

The UCSF Police Department participates regularly in the following meetings with community stakeholders (partial list):

- Title IX case updates
- Threat Management Team
- Regents Meeting Community Stakeholders Meeting
- UCPAC - IACLEA 10 campus workgroup
- Finance and Administrative Services DEIA/AR Steering Committee Meeting
- Finance and Administrative Services Leadership meeting
- Chancellor's Executive Team meeting
- Code Care Team Meetings
- BCHO Daily Leadership Operations Safety Brief
- Emergency Department Health Workgroup

- 1.14 The UC Office of the President will form a systemwide workgroup that includes students, faculty and staff to recommend uniform, armament and vehicle standards for every tier in the safety model including for police officers, public safety officers and student community officers.

9/30/21

Assigned to department other than Police. Unknown status.

## 2. Holistic, Inclusive and Tiered Response Services

Actions	Expected Completed Dates
<p>2.1 In consultation with the community (see 1.2 above), campuses will develop implementation plans to create and sustain a holistic tiered response service portfolio that achieves the goals of Guideline 2. These plans must contain the following elements:</p> <ul style="list-style-type: none"> <li>i. Define roles and responsibilities for all functions in the holistic, inclusive, tiered response service portfolio, including but not limited to sworn police officers, dispatchers, crisis response team members, non-sworn public safety</li> <li>ii. officers or ambassadors, mental health and social service providers, CARE advocates, and other related positions.</li> <li>iii. Provide a staffing and budget plan describing how the campus will reconfigure and/or reallocate existing resources to fund and sustain the tiered response model. The reconfiguration plan should include, but is not limited to, repurposing of sworn officer positions or FTE to other safety, wellness or social service roles, and re-distribution of campus operating budgets. As necessary, campuses will consult with county offices to coordinate training, response and continuity of care for mental health services, including 24/7 response teams.</li> <li>iv. Describe how the campus will organize and govern the tiered response model within a whole-systems infrastructure across functional units such as Student Affairs, UCPD, Student Health</li> </ul>	<p>3/31/22</p>

Centers, Title IX offices and CARE advocates, Diversity, Equity and Inclusion offices, and other campus support services providers.

The UC San Francisco Campus Safety Plan covering both the campus and medical center, is a tiered response of services striving to meet community needs in a way that people feel safe, welcome, respected, and protected. UCSF is increasing the use of evidence-backed de-escalation measures that can help defuse situations without the need for police intervention. Safety is to be defined in its broadest terms, and includes mental health, wellness, basic needs, and bias/hate response, as well as other services. Across UCSF, multidisciplinary teams triage behavioral health crises, conduct wellness checks, and safely connect individuals to coordinated care, including health and social support resources.

Considering the national conversation on policing and race in 2020, UCSF assembled a diverse panel to look at how it can create a safe campus environment for all by ensuring its policing and security protocols serve the community without discrimination, bias, or unnecessary use of force. The committee made recommendations on how UCSF can improve its policies and practices to ensure they are unbiased, just, and fair-minded for all faculty, staff, learners, patients, and visitors. This initial report represents the first phase of an ongoing priority for UCSF. Over the last two years, UCSF has taken a holistic view of all services that contribute to people's safety – wellness, mental health, de-escalation, security, and policing. This work is a critical component of the broader UCSF Anti-Racism Initiative, led by Vice Chancellor Renee Navarro, to examine institutional and individual biases and take actions to dismantle system racism across UCSF's mission areas of education, research, and care delivery.

Since 2020, UCSF has modified the tiers of safety personnel response to be in line with UC Community Safety Guideline 2: Holistic, Inclusive and Tiered Response Services, by transforming the security division for both campus and health with changes in uniform, title, and duties as listed above. Security Guards are now Protective Safety Officers (PSOs) and are assigned to the UCSF Medical Centers and clinics only. A pilot program using PSOs on campus, as well as using Public Safety Ambassadors in the medical center, as part of a

tiered response model. Intermixed into this tiered response is a planned partnership involving mental health professionals to respond to mental health calls both with and without police officers in our health and clinic facilities.

Below is the UCSF update as of 3/31/2022 to the UC Community Safety Plan under Guideline 2.1: In consultation with the community (see 1.2 above), campuses will develop implementation plans to create and sustain a holistic tiered response service portfolio that achieves the goals of Guideline 2. These plans must contain the following elements:

- i. Define roles and responsibilities for all functions in the holistic, inclusive, tiered response service portfolio, including but not limited to sworn police officers, dispatchers, crisis response team members, non-sworn public safety officers or ambassadors, mental health and social service providers, CARE advocates, and other related positions.
  - Public Safety Ambassadors (Campus): Public Safety Ambassadors (PSAs) are full-time unarmed civilian employees of the UCSF Police Department who provide a tiered public safety response. PSAs wear a business uniform with a blazer and identification labeling them a 'Public Safety Ambassador.' Under the general supervision of a Public Safety Supervisor, PSAs provide a highly visible security presence in designated public entrances to protect and guard University property, support community safety, monitor and control entry to restricted areas, and inspect areas to help prevent accidents and other hazards. PSAs also monitor security cameras, alarms, and access control. Access control across UCSF has been standardized and enhanced by the requirement of UCSF employees always wearing their badges visibly. This provides a consistent technology driven experience to all employees. The duties and responsibilities of the PSA are to monitor lobby areas and closed-circuit television of their assigned buildings. The Public Safety Ambassador controls access into the buildings of all authorized staff, students, and visitors. Vendors, deliveries, and visitors check in with the PSA at the security desk and obtain a visitor sticker to enter a building. The PSAs will also provide information, directions and answer any

questions as requested from the UCSF community. The PSA will report any building issues to UCSF Facilities customer service through a work order and notify the PSA Supervisor.

The single point of entry and badge readers allow the PSA to have better control of ingress into the building. The badge readers at the point of entry are an opportunity to enhance security and mitigate the risk of perception that security was singling specific people out and requesting to check identification. The previous practice was asking people to show their UCSF identification if it was not visible. UCSF affiliated members will have to scan their badge every time they enter a building from the single point of entry.

The single point of entry and badge readers has freed up personnel from other fixed post entry points within the building to be utilized elsewhere. This has allowed the department to redeploy resources so PSAs can rove in teams to provide broader coverage and be more proactive and visible in their patrols. PSAs work together with the UCSF population to build a safer, more inclusive community. PSA also respond to non-emergency calls for service such as misdialed elevator calls, lost and found and lockouts. The department also utilizes technology to streamline operations. We've deployed the mobile software TrackTik, which helps improve in-house operations by measuring security performance with real-time data insights that identify incidents and track officer activity. TrackTik uses Near-field communication (NFC) which communicates with the mobile device when the PSA is within range and records the data. TrackTik mobile based application introduces efficiency and transparency into our security operations based on data analytics to demonstrate the added value delivered to the University.

- Public Safety Ambassador Supervisors (Campus): Public Safety Ambassador Supervisors (PSSs) are full-time unarmed civilian

employees of the UCSF Police Department who provide supervision to PSAs. PSSs wear a blazer style uniform with identification as 'Public Safety Ambassador.' Under the general supervision of a Security Manager, PSSs provide ensure the daily goals and overall mission of the police department and university are achieved. PSAs and PSSs receive additional training by completing 1st Aid/CPR/AED certification, UC Managing Implicit Bias Series, Crisis Prevention Institute (CPI) de-escalation certification, Six Sigma White Belt certification, and the International Association for Healthcare Security and Safety (IAHSS) certification. The Public Safety Ambassador Supervisor will supervisor a team of Public Safety Ambassadors and conduct daily briefings at the beginning of each shift. The supervisor is responsible for employee staffing and maintaining the schedule for 24/7 coverage at certain buildings and locations. The Public Safety Ambassador Supervisor will conduct site visits and inspections at each of the posts and buildings to evaluate performance of the PSA. The supervisor will be responsible for writing annual evaluations for their subordinates. The Public Safety Ambassador Supervisor will work with managers to create operational orders for public safety services requests for staffing of special details, traffic control, UC Regents, and other special events.

- Protective Safety Officers (PSO) and Sr. Protective Safety Officer (SPSO) (Health): Health SPSOs protect and guard University medical centers and clinics, support community safety, monitor and control entry to restricted areas, respond to calls for service, within the medical center facility and surrounding areas, that do not need the response of an armed Police Officer, and inspect areas to help prevent accidents and other hazards. We will outline in more detail below the de-escalation techniques and the inclusion of all hospital staff to support patient needs, using uniformed officers only when required. At the medical center, PSOs & SPSOs carry on the same mission statement as the campus PSAs, providing a safe and inclusive environment for all students, staff, faculty, patients, and visitors pursuant to The Joint Commission's Hospital Accreditation Standards for Environment of Care

(EC) and Life Safety standards (e.g. EC.01.01.01), OSHA, Cal OSHA Title 8 - Section 3342, Medicare & Medicaid Services (CMS), California Department of Public Health, U.S. Department of Education Jeanne Clery Act, and California Health & Safety Code 1257.7.

Public Safety Officer provide building access control by validating identity of all patrons entering UCSF hospital premises including but not limited to patients, students, faculty, staff, vendors, delivery personnel, contractors and UCSF affiliates and prohibit entry of unauthorized personnel. Public Safety Officers are in the forefront to safeguard University property and conduct rounds on foot in assigned areas to prevent hazards such as fire, theft, accidents and trespass and guard against security and rule infractions and other irregularities. Public Safety Officers provide foot and vehicle escorts to the parking lot as requested; check doors, windows, and lock to insure they are properly secured during daily rounds; check for breakage, vandalism, and irregularities in the physical plant system, and report any criminal activity to UCSF Police and /or the appropriate authority, as necessary.

Public Safety Officers also have a presence at UCSF approved special events in order provide and maintain a public safety and provide services as needed or required. Public Safety Officers maintain a record of all shift activities and irregularities for the Security Officer Supervisor and Security Manager.

Public Safety Officer also monitor building alarm systems (fire, safety, temperature, etc.) and notify the appropriate fire, police, building or specified client authorities in the event of alarm activations and assist police and fire personnel in emergencies as instructed; and perform other duties as assigned.

Public Safety Officer use hands on as a last resort of non-compliance. Public Safety Officers may go hands on and assist hospital personnel with a patient that is combative, or a patient is aggressive and agitated

to a point where they might be a danger to themselves or others. Public Safety Officers will always attempt to de-escalate situations first.

There are two different types of training that Public Safety Officers attend for de-escalation. One is through the Crisis Prevention Institute (CPI) and the other through AVADE, a Workplace Violence Prevention Training. All Public Safety Officers attend recertification training for de-escalation yearly. The division goes through Diversity training as a department as a yearly refresher through the online UC learning center.

- **Protective Safety Officer Supervisors (Health):** Protective Safety Officer Supervisors (PSOs) are full-time unarmed civilian employees of the Police Department who provide supervision to PSOs and SPSOs at UCSF medical center locations. PSOs wear a white uniform shirt, with an embroidered logo displaying “Public Safety Officer”, a black uniform pant, black shoes and a black “Tuffy” style jacket for assignments in outdoor environments. This uniform helps to distinguish them as SPSOs and not Police Officers. Under the general supervision of a Security Manager, PSOs ensure the daily goals and overall mission of the police department and university are achieved. PSOs, SPSOs, and PSOSs receive additional training in First Aid/CPR/AED certification, UC Managing Implicit Bias Series, Crisis Prevention Institute (CPI) and AVADE de-escalation certification, Defensive Tactics, BSIS guard card certification, and the International Association for Healthcare Security and Safety (IAHSS) certification.

The Public Safety Officer Supervisor will supervisor a team of Public Safety Officer and conduct daily briefings at the beginning of each shift. The supervisor is responsible for employee staffing and maintaining the schedule for 24/7 coverage at certain buildings and locations. The Public Safety Officer Supervisor will rove at each of the posts and buildings to evaluate performance of the PSO. The supervisor will be responsible for writing annual evaluations for their subordinates. The

Public Safety Officer Supervisor will work with managers to create operational orders for public safety services requests for staffing of special details, traffic control, UC Regents, and other special events.

UCSF PD uses the software RIMS by Sun Ridge Systems Inc. to track calls for services in a Computer-Aided Dispatch (CAD) system. A CAD system manages information from many other responder systems to optimize the dispatch of UCSF PD personnel. The CAD system allows dispatchers and officers to track and analyze activity. The CAD system also provides information from dispatch center, which includes, but is not limited to, logging on/logging off times of emergency personnel; time stamping of all communications; case numbers for documented reports; assignments of emergency personnel; and incident reports and archives. RIMS also creates a permanent record that allows call-for-service data to analyzed at any time for trends and issues. The data can be used by the department in determining training and safety needs and deploy the appropriate resources at any given time and provides transparency to the community.

The system allows Public Safety Officer Supervisors and Public Safety Ambassador Supervisors to document use of force incidents. Due to UCSF expansive geographical area between Parnassus and Mission Bay campuses, timely sharing of valuable information is critical to the operation. The RIMS CAD system makes it easy to collaborate with team members from both hospitals and allows supervisors to review an accurate log of the incidents and report that occurred throughout the day. RIMS makes collaborating easy, even for managers to approve reports remotely.

Before any call is made to UCPD, the current Crisis Prevention Intervention (CPI) training at UCSF has communicative interaction elements as well as physical, weaponless responses to attacks. About half of nursing supervisors have received the training (work was being undertaken to train all of them pre-COVID we estimate that this will be

complete by 2023) as have security, Department of Emergency Medicine and Department of Psychiatry members. Police have received similar training. There is an 8-hour class in the UCSF Learning Center on the topic taught by two psychiatric nurses – available since 2011. A recurring gap that was identified is that nursing staff are unsure of who has received the training while on their shift.

Code CARE is an integral part of the UCSF tiered response model used in the UCSF hospitals and medical center settings.

- Code CARE: Code CARE at UCSF Hospitals is a collaborative, 24/7 team specifically trained to assist anyone needing extra support in managing the stress and crisis that can be experienced in the hospital setting.

Code CARE:

C- Consider the facts,

A- Awareness of our assumptions and perspectives,

R- Recognize other perspectives, and

E- Evaluate the best option to move forward

In 2020, amidst the COVID-19 pandemic, the United States, our organization, our staff, and our patients were faced with the deep implications of the George Floyd murder and other ongoing racial injustices. In addition, several incidents within our own UCSF children’s hospitals revealed our need for a broad-based anti-racist approach. This required thinking both locally (in the pediatric division) and collaborating with the larger health system. With the support and direction of senior leaders, Benioff Children’s Hospital Oakland created a multidisciplinary team to help establish a new way of working with our patients, families, and one another. From a pilot program started in 2020, Code CARE has grown to encompass an inter-professional team and process that support patients, families, and our clinical team in approaching challenges in a safe, equitable, trauma informed framework, reducing the need for de-escalation and utilization of security and law enforcement. Code CARE ensures the safety of our staff and supports efforts that are grounded in anti-racist philosophy and methodology. These efforts work to ensure partnership among leaders to build our

institutional capacity for racial humility and trauma informed approaches to support and safety. In addition, Code CARE collaborates with external partners and resources to help address the needs of populations for whom safety calls are disproportionately made.

UCSF Health is dedicated to creating a trauma informed, anti-racist process to address and relieve stresses and traumas present for families and patients in our inpatient facility. Through Code CARE we can further anti-racism in the care of patients, families, and staff. With this training and team of support, we have proven we can reduce security calls and police interventions, define, and prevent increasing levels of escalation, improve patient experience for all patients and families, and improve staff satisfaction after critical events.

Program managers are in place at Benioff Children’s Hospital Oakland, Parnassus, and Benioff Children’s Hospital San Francisco. Code CARE Teams are currently being trained in verbal de-escalation skills, anti-racism (Healers at the Gate with GLIDE) and trauma informed care training.

The response framework has four levels, ranging from consult to urgent to immediate to crisis, and an activation sequence that begins with a decision by the bedside care team to call the Nursing Supervisor designated as the initial contact of the de-escalation (termed “SAFE”) team. The core team includes the Nursing Supervisor and a Social Worker, and the expanded team includes a member of Spiritual Care services and a Security Supervisor. Additional on-call resources are Psychiatry, Patient Relations, Risk Management, Hospitalists, and a Community Engagement Advisor.

The Code CARE Teams have expanded to include Public Safety Ambassadors and Public Safety Officers working in both Campus and UC Health environments. There are currently three Public Safety Officers and one Public Safety Services Manager who have received the Code CARE Team Training and who volunteer serving breakfast with Healers at the Gate with GLIDE. The two Public Safety Services manager working at UC Health are also Code CARE Team Members waiting to receive more training and opportunities to work with Healers at the

Gate. Public Safety Services actively encourages supervisors and officers to be familiar with how Code CARE works and to be involved in the program.

Public Safety Officers have witnessed the necessity and success of the Code CARE Team program on incidents occurring within Parnassus and Benioff Children's Hospital - Mission Bay where patients in crisis were appropriately de-escalated and tense situations were diffused via services and protocols of the Code CARE Teams, prior to Police Department and Public Safety Services arrival.

The Code CARE Teams work effectively with patients, visitors, and family members in need, in conjunction with Police and Public Safety Services. Code CARE Teams respond first and then escalate to including Public Safety Services when necessary. On occasion Police are also called to work in conjunction with the Code CARE Teams and Security Services, when each part of the response determines more resources having access to additional tools is necessary.

**Examples of when Code CARE response:**

- Patient barricaded herself in room with a knife and a pair of scissors. Code CARE Team social worker and psychologist were called as a part of the tiered response and de-escalation model. Code CARE was able to defuse the situation without the need for security or police to enter the patient's room.

UCSF has changed the response model in the medical centers to comply with Guideline 2.1: Holistic, Inclusive and Tiered Response Services:

1. Hospital staff will respond to non-criminal calls (Code CARE Team)
2. Public Safety Ambassadors will accompany the Code CARE Team, but will not engage, unless called upon by the UCSF medical staff
3. Police Officers can perform a civil standby, where a police officer stands by to keep the peace in a situation, but will not be involved unless a crime is committed.

- Threat Management Team (TMT): In 1994, UCSF established a Threat Management Team (TMT) for the Campus and Health. This cross organizational team was established to ensure the safety of faculty, staff, and students, by reducing and containing to the extent possible, intimidating, or threatening workplace behaviors. TMT members provide consultation and education on violence risk assessment, threat management, Zero Tolerance, and Violence in the Workplace training. The TMT was instituted in response to an increase of violence in the workplace nationally, and UCSF's commitment to intervene when such incidents may compromise the safety of personnel and students. The Threat Management Team was created by UCSF in response to concerns about workplace violence and to implement the Zero Tolerance Standard. The Threat Management Team consists of representatives from the Faculty and Staff Assistance Program (FSAP), Campus Labor and Employee Relations (LER), Office of Legal Affairs, Risk Management, and the Police Department. The group is convened to assess situations when a behavior poses a potential threat of harm to UCSF community employees, students, and/or patients. The group representatives provide subject matter expertise on how their department can provide solutions to mitigate future incidents.

Example of TMT responses:

- The Threat Management Team was convened after an attempted sexual assault of an employee. The group convened to formulate strategies to better serve the patient while finding solutions to mitigate risks and future harm to UCSF employees through risk assessment, which includes enhancing physical security. At the conclusion of the meeting, each member had tasks assigned to assist with the overall goal. UCSF Legal Affairs obtained a Workplace Violence Restraining Order (WVRO) for the employee, UCSF Risk Management placed a flag in the patient's chart for violent behavior and assisted with transferring the patient to another clinic better suited for the patient's needs, UCSF Police obtained a Criminal Protection Order (CPO) through the San Francisco District Attorney's Office for the employee.

- The Walgreens Pharmacy Manager on campus received a telephone call from patient who was upset that he did not receive his medication in the mail, shouting profanities at the Walgreens staff. Patient had made similar phone calls to Walgreens in the past, but none have involved threats of harm or violence. During this call, the patient stated, "I'm going to come in thirty minutes, and you better call the police." Patient was later spoken to by UCPD officer onsite. Case forwarded to Investigations as a potential TMT.
- UCPD received an email from a UCSF employee, stating a registered nurse had created a hostile work environment after she had gone up to the employee's face and yelled at him. Employees reported that nurse's actions were in violation of the UCSF Professional Code of Conduct. Interviews were conducted with both parties. Report forwarded to Investigations as a possible TMT.
- Street Crisis Response Team (SCRT): The SCRT is San Francisco's first pilot program designed to help people experiencing mental health and substance use crises on the streets from a community health approach. The team launched in November 2020 and will provide 24/7 service for the city of San Francisco. Each team includes one community paramedic, one behavioral health clinician (like a psychologist or social worker) and one behavioral health peer specialist (someone whose lived experience may include homelessness and behavioral health needs and who is in recovery).

The Street Crisis Response Team works together with other resources to deescalate, or calm down, crises in the streets. Police will respond in case of a public safety threat, and the team can initiate 5150 psychiatric holds when clinically necessary, but most calls can be safely resolved in the community. The Street Crisis Response Team can link people to services, provide transportation to those services and provide continuous support to their clients with follow-up care coordination. The goal of the San Francisco Street Crisis Response Team is to provide rapid, trauma-informed response to calls for service about people experiencing crisis in public spaces to reduce law enforcement encounters and unnecessary emergency room use and/or jail time.

- Faculty and Staff Assistance Program (FSAP): As members of the UCSF Campus and Health community, the Faculty and Staff Assistance Program invites all faculty, staff, residents, postdocs, and clinical fellows to use confidential employee assistance services, which are provided at no cost. FSAP is also led by Dr. Andrew Parker and is staffed by licensed psychologists and postdoctoral trainees who provide confidential psychological counseling to individuals and a wide variety of consultation services to the organization.
- CARE Advocates: The CARE Advocate provides free, confidential support to any UCSF affiliate including students, staff, faculty, post docs and researchers who have experienced interpersonal violence such as sexual assault, dating/intimate partner violence, sexual harassment, or stalking.
- UCSF Police Emergency Communications Center (ECC): The ECC maintains a 24/7 hotline telephone number to assist the UCSF community in providing UCSF resources and assistance. The 24/7 hotline phone number has been designated as (415) 476-4325 (HEAL). The hotline will serve as the first point of contact for individuals who are seeking help, support, and information for themselves or others. The listing in UCSF Emergency Contact Information page states “Concerned about a student’s welfare? Call (415) 476-HEAL and police services will make a welfare visit.”

Public Safety Dispatchers answer the designated line as “UCSF Hotline” and evaluate the situation while obtaining pertinent information and determining the appropriate response or referral of services. If necessary, the Public Safety Dispatcher will send the appropriate resource to conduct a welfare check of the student. It is the goal of the police department to provide UCSF related services to the reporting party which includes but not limited to UCSF Faculty and Staff Assistance Program (FSAP) and UCSF Student Health & Counseling (SHCS).

- 
- ii. Provide a staffing and budget plan describing how the campus will reconfigure and/or reallocate existing resources to fund and sustain the

tiered response model. The reconfiguration plan should include, but is not limited to, repurposing of sworn officer positions or FTE to other safety, wellness or social service roles, and re-distribution of campus operating budgets. As necessary, campuses will consult with county offices to coordinate training, response, and continuity of care for mental health services, including 24/7 response teams.

See attached for UCSF Police Department FTE budget by role.

Code CARE Team budget: In FY20, 3.5 full time employees (FTE) were added to UCSF Mission Bay – 2.5 to provide nighttime social work coverage (paid for by the Social Work budget) and 1 for the program manager position (paid for by the Office of the Chief Nursing Officer).

In FY21, 4 FTE were added to the Parnassus budget (Office of the Chief Nursing Officer); 1 program manager/lead was hired, and UCSF has been trying to hire 2 more nurse/team members. The strategy for the 4th FTE is still in development. Benioff Children’s Hospital Oakland added 1 FTE in FY21 for the program manager/lead.

- 
- iii. Describe how the campus will organize and govern the tiered response model within a whole-systems infrastructure across functional units such as Student Affairs, UCPD, Student Health Centers, Title IX offices and CARE advocates, Diversity, Equity and Inclusion offices, and other campus support services providers.

As UCSF has added additional services and more options for support to our tiered response model in the last two years, we are currently reevaluating how we organize and govern across cross-functional units. Currently, the Police Community Advisory Board (PCAB) facilitates and enhances communication between the Police Department and the greater UCSF community. It has filled a valuable role in community and police

engagement over the last few years. The Board works collaboratively on issues involving safety and security, to create shared learning environments where officers and members of the UCSF community interact and learn together. The PCAB meets quarterly and is chaired by the Senior Vice Chancellor of Finance and Administration.

As a part of the UC Community Safety Guidelines, UCSF will be examining how we can benefit from additional input from our community members. We look forward to learning best practices on governance from our fellow UCs and will provide an update by the next quarterly check in in June 2022.

Below are a list of additional partners and collaborators within UCSF:

- UCSF Office of Diversity and Outreach: The Office of Diversity and Outreach (ODO) serves as the campus and health system leader in building diversity in all aspects of the UC San Francisco mission through ongoing assessment, development of new programs and building consensus. The ODO collaborates with the four professional schools, the Graduate Division, and the medical centers, to promote diversity, equity, and inclusion across UCSF.
- Office for the Prevention of Harassment and Discrimination (OPHD) Title IX: The Office for the Prevention of Harassment and Discrimination (OPHD) resides within the UCSF Office of Diversity and Outreach and supports the University policy prohibiting discrimination and harassment of any person on the basis of their membership in a protected category.

UCSF Office of Legal Affairs: The UCSF Office of Legal Affairs provides legal advice to the Chancellor, campus and medical centers on applicable laws and regulations, institutional policy, decision-making, and legal problem solving. The campus counsel is a valuable resource in identifying and addressing problems where legal advice is needed. The campus counsel is a member of the UCOP General Counsel's office and services as the principal conduit for engaging legal expertise from members of that office in Oakland. The UCSF Office of Legal Affairs provides legal services including advice,

consultation, and coordination on the full range of legal issues affecting the campus and medical centers.

- UCSF Audit and Advisory Services (Investigative Group) - The UC Whistleblower Policy provides a process for filing and addressing reports of Improper Governmental Activities (IGA). Employees and other people are encouraged to use the reporting procedures in this policy if they have a good faith belief that an IGA has occurred or is continuing to occur. Reports can be filed through the various sources identified in the policy. A&AS is the coordinating and investigating office for the whistleblower program to ensure UCSF's effective response to whistleblower complaints. Complaints are received, reviewed, and logged into the UC system-wide whistleblower database, Ethics Point, prior to triage by the Investigations Group (I-Group). Chaired by the Locally Designated Official (LDO), the I-Group comprises representatives from A&AS, Human Resources, the UCSF Police Department, Legal Affairs, Academic Affairs, the Office of Diversity and Outreach, and other areas of the UCSF community. The I-Group determines (1) the need for further investigation of IGAs and (2) the units that will perform it.
- UCSF Student Health and Counseling Services - The mission of Student Health and Counseling Services is to optimize the physical and mental health of students in order to help them achieve academic success, personal development, and lifelong wellness.
- UCSF Health's Safety Office – The mission of the UCSF Health Safety Office is to promote continuous improvement programs that create and maintain a safe environment of care for UCSF Health workers. UCSF Health is committed to providing a work environment that is free from harassment, violence, and threats of violence. Violence in the workplace is an occupational health and safety hazard that can cause physical and emotional harm. UCSF instituted a Workplace Violence Prevention Program in accordance with our Zero Tolerance Policy and current regulatory compliance.
- UCSF Information Technology (IT) Security - IT Security provides the following services to the UCSF enterprise: Incident Response (IR), Digital

Forensics Incident Response (DFIR), Architecture consulting, Policy Management, Risk Management & Compliance, Security Awareness and Outreach, Vulnerability Management, Endpoint Security (Including Endpoint Detection & Response, Antivirus, and Encryption), E-Discovery, and investigation assistance.

- UCSF Risk Management and Insurance Services - Risk Management and Insurance Services (RMIS) strives to protect the assets and interests of UCSF through assessment of loss exposures, focused prevention efforts and efficient management of insurance and self-insurance policies.
- UCSF Medical Center Risk Management - The University of California Medical Center Risk Management has a self-insurance program for medical professional liability called the UC Hospital Medical Professional Liability Program. It provides professional liability coverage to all UC employed health care workers and trainees performing clinical activities consistent with the course and scope of their employment or training program at a UC owned hospital or an affiliated site, such as San Francisco General Hospital.
- Office of Faculty and Academic Affairs - The Office of Faculty and Academic Affairs is committed to improving the work life and academic environment by providing support and advocacy for faculty and academic personnel. The Office facilitates the academic appointment and review process; the stewardship review process; reviews, approves, and monitors all academic searches; oversees academic policy development and implementation; and addresses faculty misconduct. The Office also advocates for and supports faculty development and advancement and academic diversity through strategic initiatives, committee work and task forces.
- UCSF Office of Healthcare Compliance and Privacy - The objective of the Office of Healthcare Compliance and Privacy (OHCP) is to safeguard public trust by empowering our UCSF community to uphold the highest legal and ethical standards related to healthcare business integrity and privacy protection.
- Restorative Justice Practices at UCSF (RJ): Restorative justice practices are based on Indigenous practices of coming together to build and strengthen communities, and these are the traditional practices of justice for some

indigenous communities across the world. At UCSF, we are integrating the RJ mindset into efforts focused on strengthening our community proactively by forging trust, building understanding, and creating the foundation for healthy working relationships among and between students, colleagues, faculty, and leadership. The goal is to create a harmonious community where harmful acts are unlikely; but when harm is done, RJ practices can be applied as a response to address the harm, identify individual and community needs, and restore the community. The Restorative Justice Practices program offers a wide application of restorative justice practices, which includes two approaches:

1. A proactive approach to building community and strengthening relationships.
  2. A responsive approach that focuses on addressing the harm, identifying individual and community needs, and restoring the community. The Restorative Justice Practices program, previously only offered to students, is now available to all trainees, faculty, and staff across the entire UCSF organization. Formerly a unit within Student Academic Affairs, the program is now housed within the overarching Office of the Executive Vice Chancellor and Provost.
- San Francisco District Attorney's office and Neighborhood Court: Launched in 2012, Neighborhood Courts is an innovative model for keeping low-level justice involved individuals from entering the criminal justice system. The program is designed to resolve cases efficiently, create community-driven solutions to crime, reduce the congestion in our courts, and reduce recidivism. Non-violent misdemeanor cases that would otherwise be prosecuted, are diverted pre-charging by the SFDA into ten Neighborhood Courts across the City (one for each police district), where trained neighborhood volunteers hear the matters, speak with the participants (e.g., justice involved individuals under traditional prosecution) about the harm caused by their actions, and issue "directives" designed to repair the harm and address risk factors. Participation in Neighborhood Court is voluntary – but participants must be willing to take accountability for their actions. Once the participant completes their directives, the case is discharged. Cases that

do not resolve in Neighborhood Court are returned to the SFDA for prosecution. The Neighborhood Courts program is a partnership of the SFDA and two community-based organizations: the San Francisco Pretrial Diversion Project and Community Boards.

- UCSF Citywide: The Division of Citywide Case Management Programs encompasses 5 Intensive Case Management (ICM) Programs, as well as recovery supporting services, including the Employment, Peer/Milieu, and Substance Use Disorder Treatment Programs. Our ICM Programs treat adults with serious mental illness and co-occurring substance misuse in an outpatient setting, with the goal of supporting recovery and reducing hospitalizations, incarcerations, and houselessness. Multidisciplinary teams of clinicians, psychiatrists/NP, peers, employment staff, and nurses provide a range of services that include individual and group psychotherapy, service brokerage and linkage, medication management, money management and crisis intervention as needed in our milieu setting and out in the community.

Jurisdiction for this report: UCSF's report includes information for all campus and medical center locations. Zuckerberg San Francisco General Hospital (ZSFGH) is not included at this time as it is a partnership with the San Francisco Department of Public Health and the location is under the jurisdiction of the San Francisco County Sherriff's Department.

ZSFGH has a Behavioral Emergency Response Team (BERT) program. This team is staffed by the clinical nurse specialist, nurse educators, and charge nurses from the Department of Psychiatry. It was developed in February of 2018 to respond to patient behavioral disruptions in non-psychiatric units with the goal of having specially trained nursing staff to respond to clinical behavioral matters. Code Green/at-risk patient calls should go to San Francisco Sherriff's Department, but BERT may also be called for clinical interventions such as verbal de-escalation and negotiating for patient-safe decision-making. They can assist in giving emergent medications and/or the initiation and application of restraints. BERT rounds twice daily to consult on behaviorally challenging patients.

UCSF Police Department has a Memorandum of Understanding (MOU) with Benioff Children’s Hospital Oakland to provide comprehensive law enforcement to facilities at the main hospital campus located at 744/747 52nd Street and other properties that include the 4th and 5th floor of the South Pavilion at 3100 Summit Street, 5220 and 5275 Claremont Avenue Oakland, and CHORI Campus located at 5700 MLK Jr. Way, Oakland through Patrol Services.

Benioff Children’s Hospital Oakland has also requested enhanced law enforcement services, which include increased law enforcement presence during a visit from a dignitary, celebratory events, or training events at Benioff Children’s Hospital Oakland locations and Emergency or Disaster Law Enforcement Services, which include, increased law enforcement presence in response to a strike, protest, fire, earthquake or other natural or man-made disaster. The need for law enforcement services is due to UCSFPD providing services previously provided to Benioff Children’s Hospital Oakland by the Alameda County Sheriff’s Department.

NOTE: The San Francisco Veterans Affairs Medical Center is not included at this time as it is an affiliate location of UCSF and UCSF does not provide security or police services at the location. UCSF Fresno is not included at this time, as the UCSF PD does not provide services at that campus. In 2019, UCSF Fresno received designation as a regional campus defined as: an educational site that is distinct from but operates under the accreditation of the main medical school, and at which students spend one or more years. We have just begun to discuss integrating campus safety and police services at this site.

- 2.2 Each campus will pause hiring of campus safety personnel until the plan described in 2.1 has been submitted. Exceptions to the pause, based on meeting basic safety needs, must be approved by the Chancellor. 10/31/21

UCSF paused hiring for campus safety personnel on October 31, 2021. During this pause in hiring all personnel that were hired by the UCSF Police department to meet basic safety needs were approved by the Chancellor.

List of Chancellor approved hires:

- 1 Captain
- 3 Lieutenants

- 1 Sergeant
- 2 Officers
- 20 Public Safety Ambassadors

It should be noted that the UCSF Police Department's Budget funding request for FTEs has been approved.

- 2.3 Campuses will follow established University and campus guidance on protest response, role of police, observers or monitors, and use of mutual aid, and communicate those standards to the community so that they have shared expectations. 9/30/21

The UCSF Police Department complies with Federal laws, State laws and Local laws in response to any protests and is committed to the exercise of free speech as protected by the First Amendment and to upholding the Constitutional rights and freedoms of all people while meeting the responsibilities to maintain a safe and secure campus environment. In addition, UCSF follows protest response guidelines, established by the California Commission on Peace Officer Standards and Training (POST), University of California Office of the President (UCOP) and UCSF campus related to any protest as documented in a police operations order.

Police operations orders are shared in writing with the Chancellor and Senior Vice Chancellor for Finance and Administrative Services and Campus Counsel in advance of each major planned protest. The sharing of information ensures collaboration, communication and common expectations prior to each planned event response. The Chief of Police notifies and coordinates with the Chancellor and/or his Executive Team regarding the police operations plan, expected level of conflict and disturbance from demonstrations and use-of-force protocol in advance of each significant event. The Chancellor and/or his Executive Team, including the Chief of Police, evaluates the likelihood of civil disobedience and tolerability of disruptions of university business and offers response guidelines. The Chancellor or designee is otherwise available by cell phone as needed to problem-solve with the Chief of Police. The UCSF Police Department also conducts a stakeholders meeting prior to an event to discuss plans and address any questions stakeholders may have. Finally, the UCSF Police Department sends information bulletins prior to any event that may cause disruption to normal business to the entire enterprise. The bulletins are also posted on the UCSF Police Department Website (<https://police.ucsf.edu/crime-prevention-statistics/crime-alerts>).

Civilian observers are used at major protests, including volunteer student observers and/or staff as appropriate to the event. Observers are briefed, wear identification, are escorted/protected during the protests and document their observations following each event. The civilian observers are situated at the Incident Command Post (ICP) to have overall awareness of the situation.

UCSF Police officers have trained with mutual-aid partners, which include the San Francisco Police Department, San Francisco Sheriff’s Office and UC campus police departments, to ensure coordination of tactics and procedures. All UCSF police officers have been trained in arrest procedures as related to the University of California Office of the President tiered response and employ these procedures during demonstrations.

All protocols and policies regarding protest response, role of police, observers and monitors, and use of mutual aid can be found on the UCSF Police website. UCSF Policies regarding Time, Place and Manner Rules are posted at (<https://police.ucsf.edu/>). The UCSF Police Department Policies and Procedures are posted at (<https://police.ucsf.edu/about-us/mission-vision-values/policies-procedures>).

- 2.4 In consultation with Campus Counsel, Student Affairs, and County District Attorneys, campuses will develop ways to use community-based solutions, such as **restorative justice programs or neighborhood courts** for the adjudication of nonviolent and low-level crimes committed, as an alternative to the traditional criminal justice system. 9/30/21

The UCSF Police Department has had meetings with San Francisco District Attorney CHESA BOUDIN and agreement to conduct neighborhood court at UCSF has been reached. The UCSF police department is currently assisting in the process of finding a suitable space for neighborhood court needs.

### 3. Transparency and Continuous Improvement through Data

Actions	Expected Completed Dates
---------	--------------------------

3.1 Campuses will post these categories of safety data **annually**:

12/31/21

UCSF Police Department is in compliance with publishing all requested data to our web page, please see the associated documents on our website as listed below:

- Crimes Data (Part I and Part II): **UCSF Master UC Crime Data**
- Use of Force: **UCSF Use of Force**
- Campus Safety Workforce Summary, including demographics: **UCSF Police Workforce Report**
- Campus Safety Fiscal Year Budget: **UCSF Police Budget**
- Stops (Racial and Identity Profiling Act of 2015 (RIPA): **UCSF RIPA Data**
- Complaint data and resolution: **UCSF Complaint Data**
- Calls for service: **UCSF CFS-CAD Data**

3.2a A working group that includes students, faculty and staff will be established to develop an implementation plan for a publicly available systemwide dashboard in three phases, based on quality, availability and consistency of data by category across all 10 UC campuses. Membership will be from appropriate offices with technical expertise at the UC Office of the President as well as campus offices, as needed, and will develop a proposed plan and budget to fund central collection, storage, security, and access protocols and reporting of data long-term. The below milestones will guide implementation in a phased approach.

9/30/21

Assigned to department other than Police. Unknown status.

- 3.2b
- Post on the UC Office of the President website: crime statistics, use of force data, UC Police Department (UCPD) workforce data
  - Deliver preliminary set of data submission specifications and dates
  - Develop systemwide dashboard work plan and budget

12/31/21

Assigned to department other than Police. Unknown status.

- 3.2c
- Design and implement a data collection process and storage system for all data identified above and determine a data governance plan, consistent with UCOP practice
  - Launch of systemwide dashboard
  - Include campus safety data in the systemwide UC Accountability Report
  - Consider the inclusion of or link to survey data from Action 1.6
- 6/30/22**

Assigned to department other than Police. Unknown status.

- 3.2d Add interactivity to the systemwide dashboard
- 6/30/23**

Assigned to department other than Police. Unknown status.

#### 4. Accountability and Independent Oversight

<b>Actions</b>	<b>Expected Completed Dates</b>
<p>4.1a Each campus, modeling the UC Davis Police Accountability Board’s procedures and policies as minimum standards, will establish an independent, civilian campus police accountability body and procedures to review investigation reports regarding complaints filed against UCPD. The accountability body will include students, faculty and staff. To avoid conflict of interest and ensure the independence of the accountability body, no member or alternate can be a current or former campus police department employee, or a current employee of campus counsel or the investigation unit. This body will provide recommendations to the Chancellor and Chief of Police to ensure that complaints regarding UCPD policies and the conduct of UCPD personnel are resolved in a fair, thorough, reasonable and expeditious manner. These bodies will solicit public input and conduct community outreach.</p>	<p><b>6/30/22</b></p>

Assigned to department other than Police. Unknown status.

- 4.1b Members of the campus accountability body will be trained on how to comply with procedural, statutory and confidentiality requirements and must be able to commit to consistent service within any given appointment period and to serve impartially. 6/30/22

Assigned to department other than Police. Unknown status.

- 4.2a Campuses will determine a complaint processing and investigation unit that is independent of the campus police department and that is trained in the legal, statutory, policy and confidentiality requirements of these investigations. 6/30/22

Assigned to department other than Police. Unknown status.

- 4.2b For campuses that do not have an independent office with the expertise to review complaints filed against police officers, the campus will develop a process to provide independent investigative services and reports for campus accountability bodies. The investigation and investigation report should be completed within ninety (90) days of being assigned to an investigator, unless for cause and authorized. 6/30/22

Assigned to department other than Police. Unknown status.

- 4.3 Ethics, Compliance and Audit Services (ECAS) will convene all trained police complaint investigators no less than annually for training and best practice 3/31/22

sharing to ensure systemwide consistency and quality in investigatory services.

Assigned to department other than Police. Unknown status.

- 4.4 Each campus police department not currently accredited must begin candidacy for International Association of Campus Law Enforcement Administrators (IACLEA) accreditation. 12/31/21

The UCSF Police Department is currently dual accredited by CALEA and IACLEA. Our accreditation certificates can be found here:

[CALEA Conference Award Letter 2021 - University of California SF PD - PowerDMS](#)

[CALEA Certificate 2021 - University of California SF PD - PowerDMS](#)

[IACLEA Certificate 2021 - University of California SF PD - PowerDMS](#)

Note: UCSF PD is currently undergoing IACLEA review for its next accreditation cycle, we expect to be re-accredited in the near future.

- 4.5 As accreditation is a process that consists of multiple steps and actions, campuses should begin on-site assessment by accreditors within 36 months of starting their self-assessment and policy alignment with accreditation standards. 12/31/23

The UCSF Police Department is currently dual accredited by CALEA and IACLEA. Our accreditation certificates can be found here:

[CALEA Conference Award Letter 2021 - University of California SF PD - PowerDMS](#)

[CALEA Certificate 2021 - University of California SF PD - PowerDMS](#)

[IACLEA Certificate 2021 - University of California SF PD - PowerDMS](#)

Note: UCSF PD is currently undergoing IACLEA review for its next accreditation cycle, we expect to be re-accredited in the near future.

- 4.6 The UC Office of the President will designate a full-time position to monitor and support systemwide implementation of the UC Community Safety Plan, coordinate systems, policies and reporting; promote ongoing community engagement and consistency in campus safety; and review the complaint process for fairness, thoroughness, quality and speed. This position will also provide centralized assistance to support campuses in pursuit of IACLEA accreditation. This position will convene the primary service providers on each campus in the holistic tiered response model at least every two years in order to share best practices across the system, serve as a resource and guide continuous improvement.

12/31/21

Assigned to department other than Police. Unknown status.

Everyone has a part to play in the successful implementation of the plan and your involvement is welcome. Stay informed on the plan implementation, and find opportunities for involvement, by continuing to visit this site.