



Report Card Matrix








2nd Quarter:
April 1 – June 30, 2017
















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Presented to
The Audit and Risk Management
Committee

UNIVERSITY OF 
Cincinnati

 **EXIGER**
Governance. Risk. Compliance.

REPORT CARD MATRIX		2017				2018				2019			
		Q1: Jan- Mar	Q2: Apr- Jun	Q3: Jul- Sep	Q4: Oct- Dec	Q5: Jan- Mar	Q6: Apr- Jun	Q7: Jul- Sep	Q8: Oct- Dec	Q9: Jan- Mar	Q10: Apr- Jun	Q11: Jul- Sep	Q12: Oct- Dec
Section 1 - Fundamental Findings Recommendations													
1.1.A	Adopt a mission statement that will serve as a foundation and guidepost for its going-forward reforms.			-	-	-	-	-	-	-	-	-	
1.1.B	In developing the mission statement, consider (1) providing for the safety and security of faculty, staff, students and visitors, (2) promotion of concepts of fairness, non-biased policing with minimal intrusion and (3) promotion of service to the broad University community.			-	-	-	-	-	-	-	-	-	
1.2.A	Establish an internal audit or inspectional service unit that reports directly to the Vice President of Safety and Reform.												
1.2.B	Perform on-going audits for critical areas and functions on a regular cycle to be memorialized in an annual audit plan.												
1.2.C	Implement a voluntary on-going monitoring function to track each of the reforms outlined in the recommendations and ensure that they are implemented according to the agreed upon schedule.		-	-	-	-	-	-	-	-	-	-	
1.3.A	Update its policies and procedures to reflect campus law enforcement best practices, and assign ongoing responsibility for ensuring that they are kept current.		-	-	-	-	-	-	-	-	-	-	
1.3.B	Become certified by CALEA and/or IACLEA.												
1.4.A	Traffic and pedestrian stops should not be used as a crime fighting tool. Clear guidance by policy and procedure should be given as to when, if ever, off-campus traffic stops are permissible.												
1.4.B	Involuntary off-campus pedestrian and traffic stops should only be allowed when the officers possesses reasonable suspicion to believe that a pedestrian or motorist is engaged in a criminal, non-driving offense.												
1.5.A	Adopt a policy on biased policing, clearly indicating that UCPD officers may not use race, color, ethnicity, or national origin, to any extent or degree, in conducting stops or detentions, or activities following stops or detentions, except when engaging in appropriate suspect-specific activity to identify a particular person or group.		-	-	-	-	-	-	-	-	-	-	

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1.5.B	Develop a curriculum and institute training on the biased policing policy including training on implicit bias and shall deliver such training both to new and existing members of the department.		-	-	-	-	-	-	-	-	-	-	
1.6.A	Draft and implement a single Use of Force policy that covers what force is permitted and the resulting departmental investigation and review process.												
1.6.B	The new Use of force policy should emphasize de-escalation and sanctity of life.												
1.7.A	Arm UCPD officers with CEDs.												
1.7.B	Include a clear policy statement governing the use of CED in the revised use of less lethal weapons policy.												
1.7.C	Develop intensive training on the use of CEDs and the relevant policies, including scenarios in which the utilization of CEDs is appropriate and those instances where it is not.												
1.8.A	Establish a protocol for the timely review of every use of force to determine its appropriateness from an administrative point of view and whether or not further investigation, including potential criminal investigation, or discipline is appropriate.												
1.9.A	Update hiring policy by requiring diversity applicants throughout the police officer candidate recruitment process.												
1.10.A	Draft and adopt consistent policies and procedures for the development and approval of all UCPD courses and ensure that all courses are consistent with UCPD mission and philosophy.												
1.11.A	Draft comprehensive Complaint Initiation Policies and Procedures that define the workflow of the different categories of complaints from investigation to adjudication.												
1.11.B	Complaint Initiation Policies and Procedures should prohibit any attempt to dissuade an individual from filing a complaint, and require officers to report the misconduct of other officers.												






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1.12.A	Recognize the essential nature of the community affairs function within the UCPD and appropriate resources dedicated to it.												
1.12.B	Infuse Community Oriented Problem Solving Policing throughout the fabric of the UCPD.												
1.13.A	Integrate the data collection systems into one large database that tracks all data.												
1.14.A	Make maximal use of the criminal justice program at UC and its ICS in order to create the model for community policing that balances the need for safety and security on the one hand with fairness and minimal intrusion on the other.			○									
Section 2 - Review of Pedestrian and Traffic Stops													
2.1.A	Traffic and pedestrian stops should not be used as a crime fighting tool. Clear guidance by policy and procedure should be given as to when, if ever, off-campus traffic stops are permissible.			○									
2.1.B	Involuntary off-campus pedestrian and traffic stops should only be allowed when the officers possesses reasonable suspicion to believe that a pedestrian or motorist is engaged in a criminal, non-driving offense.			○									
2.1.C	To the extent that any safety-related off-campus traffic stops are allowed, particular scrutiny of each such stop should be applied by UCPD Administration.			○									
2.1.D	Consider equipping officers with tablets which among other things would enable the electronic capture of stop data through an electronic version of the Field Contact Card.												
2.1.E	Give officers enhanced training on appropriately dealing with individuals who are stopped.												
2.2.A	Adopt a policy on biased policing, clearly indicating that UCPD officers may not use race, color, ethnicity, or national origin, to any extent or degree, in conducting stops or detentions, or activities following stops or detentions, except when engaging in appropriate suspect-specific activity to identify a particular person or group.	● NFE	-	-	-	-	-	-	-	-	-	-	

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2.2.B	Develop a curriculum and institute training on the biased policing policy including training on implicit bias and shall deliver such training both to new and existing members of the department.	●				○				○			
2.3.A	Develop and implement a protocol for the investigation of complaints of biased policing.		●										
2.3.B	Train officers conducting investigations of complaints of biased policing on the protocol to be employed in such investigations.		●				○						
2.3.C	OSR should audit all investigations of complaints of biased policing to ensure that they are being conducted in accordance with establish protocols for such investigations.												
2.4.A	Determine appropriate levels of response and mitigative strategies, including polite explanation, to combat the negative perception created by enhanced response levels.					○				○			
Section 3 - Review of Use of Force													
3.1.A	Combine SOP 1.3.200, and SOP 1.3.400 with SOP PE 05 into a single Use of Force policy covering when force is permitted to be used as well as the investigation and review process.		ⓓ	○									
3.1.B	The new Use of force policy should emphasize de-escalation (see specific language in Report)		ⓓ	○									
3.1.C	The use of force policy should define the following terms: Objectively Reasonable, Active Resistance, Passive Resistance, Serious Bodily Injury.		ⓓ	○									
3.1.D	Include a revised use of force continuum or critical decision making model in the use of force policy, which makes clear that the goal of force is to de-escalate any situation, and that only the minimal amount of force necessary should be used to overcome an immediate threat or		ⓓ	○									
3.2.A	The SOP on Use of Force should include a series of prohibitions for officer use, and discharge of a firearm.		ⓓ	○									
3.3.A	A clear policy statement governing the use of less lethal weapons should be included in the revised use of force policy.		ⓓ	○									

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3.3.B	Include the following definitions in the revised policy to further enhance clarity. Arcing, Activation, Air Cartridge, Confetti Tags, Cycle, Display, Drive Stun, Duration, CED, Laser Painting, Probes, Probe Mode, Resistance, Active Resistance, Passive Resistance, Serious												
3.3.C	Include a clear policy statement governing the use of CED in the revised use of less lethal weapons policy												
3.4.A	Consider banning the use of the Kubotan.												
3.5.A	Establish a system for the collection, storage and retrieval of data regarding uses of force by members of the UCPD.												
3.5.B	Integrate the use of force data into ARMS.												
3.6.A	Establish a protocol for the timely review of every use of force to determine its appropriateness from an administrative point of view and whether or not further investigation, including potential criminal investigation, or discipline is appropriate.												
3.6.B	Provide specialized training to investigators assigned to investigate police uses of force.												
3.6.C	Engage an independent consultant to conduct any administrative investigation in use of force cases that result in death, officer involved shootings resulting in serious injury or death, or in-custody deaths.												
3.6.D	Allow CPD, or the appropriate state agency, to conduct any criminal investigation in cases of use of force resulting in death, officer involved shootings resulting in serious injury or death, or in-custody deaths.												
3.6.E	The identity of the officer(s) directly involved in the discharge of a firearm shall be released to the public within 72 hours except in cases where threats have been made toward the officer(s) involved or the department.												
3.6.F	Create a Use of Force Review Board (UFRB) to review all cases where members used deadly force or deployed a CED, or any incident that results in serious injury or death.												











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3.6.G	The UFRB should be comprised of, at minimum, a high ranking member of UCPD appointed by the Chief of Police, a member appointed by the President of the University, a member of the student body, a patrol officer (or union representative) and a member of the neighboring												
3.6.H	Make the findings of Officer Involved Shooting (OIS) investigation public upon completion												
3.7.A	Establish training to give all members of UCPD a thorough understanding of the use of force policies and procedures.												
3.8.A	Hold training for sworn personnel twice annually to include live fire exercises and Reality Based Training (RBT).												
3.8.B	Crisis Intervention Team Training (CIT) should be a part of both basic recruit and in-service officer training.												
Section 4 - Review of Policies and Procedures													
4.1.A	Update policies and procedures to reflect campus law enforcement best practices, and assign ongoing responsibility for ensuring that they are kept current.												
4.1.B	Establish a policy and procedure review committee consisting of a cross section of the UCPD and appropriate University resources to assist in updating and developing critical policies and procedures.												
4.1.C	Work with the newly hired Organization Development Coordinator to fully implement the electronic document management software system.												
4.1.D	Provide the Coordinator with the resources and support necessary to meet the requirements of his position, and to implement a critical but challenging agenda.												
4.1.E	Establish a procedure for the review of policies and procedures by appropriate UC personnel including the Vice President for Safety and Reform and General Counsel or his/her designee.												







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4.2.A	Establish adequate and consistent policies and procedures in several key critical areas including officer supervision and accountability, department transparency, effective diversity recruitment and essential goal setting to develop community trust and partnership.		-	-	-	-	-	-	-	-	-	-	
4.3.A	Rewrite Field Interrogations policy to require that stops be constitutional and based upon probable cause and reasonable suspicion criteria.												
4.3.B	Remove problematic verbiage such as "Persons not fitting the place, time or area."												
4.3.C	Clarify sections in the procedure on when an officer can conduct a "pat down" for officer safety.												
4.4.A	Rewrite the Trespass Warning to articulate tenets of Constitutional policing as the basis for initiating trespassing encounters and clearly articulate probable cause and reasonable suspicion.												
4.4.B	Remove contradictory language suggesting both that UC is "public property", yet, "under the laws of Ohio, UC has the right to forbid a person to come onto this property."												
4.5.A	Limit the number of off-duty hours officers can work to 20-30 hours in addition to their normal work week.												
4.5.B	Require UCPD approval of any collateral employment to prevent conflict of interests.												
4.6.A	Require that officers complete a police/public safety officers' bike course, and receive a certification prior to being allowed to deploy on a bicycle.												
4.7.A	Rewrite the Unlawful Assemblies policy to include a section on when student assemblies can/should be deemed unlawful.												
4.8.A	Rewrite the Plain Clothes Detail policy to address supervisory oversight, notification protocols (UCPD and CPD), when plain clothes details may be utilized and collateral issues to plain clothes deployment.												

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4.9.A	Prohibit the use of Confidential Informants (CIs) except in extraordinary circumstances with clearance at the University reporting level.												
4.10.A	Rewrite the Gangs policy to focus on what specific behaviors constitute a constitutional stop or other law enforcement encounter with a gang member, and to clarify what constitutes gang activity, and how an individual becomes classified as a known gang member.												
4.11.A	Revise Active Shooter policy so that the section on tactical responses is consistent with Multi-Assault Counter-Terrorism Capability (MACTAC)	●				○				○			
4.12.A	Update Bomb Threats policy to incorporate the likely motivations of modern bomb threat callers and to ensure alignment with current realities of today's domestic and foreign terrorist bombers.												
4.13.A	Make Clery notifications for reportable only for Clery incidents, and make other crime data available on the University's website	●				○				○			
4.14.A	Build out a dedicated Emergency Operations Center, designed to facilitate planning and response to both planned and unplanned events in coordination with other federal, state and local agencies.			○									
Section 5 - Review of Officer Recruitment, Hiring, Promotion, and Retention													
5.1.A	Update hiring policy by requiring diversity applicants throughout the police officer candidate recruitment process.		◐	○									
5.1.B	Partner with well-established minority groups who will share and forward the UCPD's recruitment advertisements.		● NFE	-	-	-	-	-	-	-	-	-	
5.2.A	Work with officers, student population, and community members to craft a UCPD mission statement that states the reason that UCPD exists, what IT does, and reflects its basic philosophy.			-	-	-	-	-	-	-	-	-	
5.2.B	Develop a strong employer brand that will contribute to its becoming the law enforcement employer of choice in Cincinnati.		● NFE										

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5.3.A	Expand the search for police officer candidates by partnering with well-established groups to share and forward recruitment advertisement to a broader community network.			-	-	-	-	-	-	-	-	-	
5.3.B	Target all groups including women, Hispanic, Asian, AA and LGBTQ both in the community and on campus.												
5.3.C	Increase recruitment efforts among the more diverse pool of UCPD campus security officers and other university employees who serve in different campus departments who may have demonstrated commendable performance and good judgment.			-	-	-	-	-	-	-	-	-	
5.3.D	Ensure that recruitment campaigns reflect UCPD's commitment to diversifying and market values like community engagement, partnerships, shared responsibility for crime prevention, etc.												
5.3.E	Leverage, to the greatest extent possible, its family tuition payment program, in an attempt to bring seasoned, diverse, mission-appropriate candidates into the recruitment mix.			-	-	-	-	-	-	-	-	-	
5.4.A	Revise and update the current hiring policy to a true best practice recruitment and selection plan that acknowledges the need for diversity and sets diversity as a goal.												
5.5.A	Explore the adoption of the Community Collaboration Model for recruitment.			-	-	-	-	-	-	-	-	-	
5.5.B	Ensure that recruitment outreach is inclusive of all on and off campus communities including the LGBTQ community.												
5.5.C	Carefully select and train officers who attend recruiting events like career fairs.												
5.5.D	Establish recruitment ambassadors, comprised of University staff, students and community members, that will work with officers and on their own to help recruit applicants.												
5.5.E	Work toward making recruitment part of UCPD officers' regular interactions with the community.												

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5.6.A	Track the performance of former Security Officers to assess any impact of the streamlined hiring process.			-	-	-	-	-	-	-	-	-	
5.6.B	Use lateral and retired officers, after careful screening to ensure that their qualifications and background are consistent with the mission and philosophy of UCPD.												
5.6.C	Consider a relocation bonus for lateral hires.		-	-	-	-	-	-	-	-	-	-	
5.6.D	Build a process that gives priority to Cincinnati residents (1) at the beginning of a career or (2) in transition from a previous career and whose career aspirations are consistent with the mission and philosophy of UCPD.			-	-	-	-	-	-	-	-	-	
5.6.E	Actively work with local high schools to identify and work with young people who may aspire to a career consistent with the UCPD mission and philosophy.												
5.6.F	Consider creating a UCPD Police Cadet program and a student intern program.												
5.6.G	Consider offering a free Candidate Applicant Preparation Program												
5.7.A	Ensure that the annual evaluation process proposed in the Diversity Plan include the collection of data at every step, test, and exclusion point in the hiring process, including those who voluntarily drop out of the process. Use this data to continuously improve the hiring												
5.8.A	Consider developing and providing support mechanisms for all applicants to reduce the number of no shows and failures.												
5.8.B	Ensure that the proposed suitability assessments of the applicants to the agency is preceded by the adoption of a roadmap to change existing culture to the extent necessary to align it with that of the newly defined mission of the department.												
5.8.C	The panel interview should be conducted by a diverse panel.												

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5.8.D	Review the process to be used by the contractor, and confirm it's been tested for bias and is aligned with the UCPD mission.												
5.8.E	The annual evaluation process proposed in the Diversity plan should include the collection of data at every step, test, and exclusion point in the hiring process, including those who voluntarily drop out of the process.												
5.9.A	Define the desired traits and qualifications for a supervisor, and those should be reflected in assessment center exercises, interview questions and scoring protocol.												
5.10.A	Ensure that the process for promotion is evaluated annually by the Chief, Assistant Chief and Lieutenants, and consider annual review of both the promotion and career development process by both the Chief and the Director of Public Safety			○									
5.11.A	Use students and community members in the assessment center exercises and in the interview processes.												
5.12.A	Update the promotional policies and procedures to reflect the position of Sergeant.			○									
5.13.A	Select a turnover/attrition metric to identify and react to deviations from the expected rate.												
5.13.B	Enhance the recruitment and hiring process to ensure that candidates have proper expectations and are the right fit the job.												
5.13.C	Conduct, maintain and analyze exit interviews in order to better understand any deviations from the expected attrition rate.												
Section 6 - Review of Training													
6.1.A	Draft and adopt consistent policies and procedures for the development and approval of all UCPD courses and ensure that all courses are consistent with UCPD mission and philosophy.												

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6.1.B	Ensure appropriate oversight of outside training to ensure it is consistent with Department Mission, Vision and Values.		●				○						
6.1.C	Require proper tracking, and evaluation of all courses and instructors.												
6.1.D	Require instructors to attend a certified instructor development course.		●				○						
6.1.E	Ensure training is consistent with officer tasks and competencies to successfully serve in an urban and campus environment in a manner consistent with Department Mission, Vision and Values.												
6.1.F	Establish and maintain a "lessons learned" program.												
6.1.G	Establish a Training Committee responsible for review of training policies and procedures, curricula development and course delivery.		●				○						
6.1.H	Ensure that training opportunities are available to all employees both sworn and unsworn.												
6.2.A	Locate the training office within headquarters and create a state of the art on-campus learning environment by identifying a professional setting for in-service training.			○									
6.3.A	Develop a portion of the 80-hour class in an e-learning format, to be delivered immediately upon swearing in, so as to allow for appropriate orientation before the commencement of patrol functions.												
6.4.A	Develop introductory curricula, with time allotment and method of delivery (e-learning versus classroom) for the Clery Act; Mission, Vision and Values of UCPD; and community relations for inclusion in orientation training.												
6.5.A	Design courses to specifically meet unique training needs including courses addressing the unique intersection of urban and university policing, and training designed to promote effective interactions with diverse populations.												

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6.6.A	Build on the recommendations of this report relative to needs assessment and conduct a formal review of training, to be repeated on an annual basis.												
6.6.B	Develop an annual training plan consisting of goals and strategy based on an annual formal needs assessment, with input from the Chief of Police, a training committee comprised of UCPD personnel, training unit officer-in-charge, and the community.												
6.7.A	Develop as part of the annual training plan a mandatory training curriculum in modular format, to be reviewed and modified annually, including the state-mandated training as well as those courses which are determined to be best suited for UCPD-mandated annual												
6.7.B	Infuse the curriculum developed with elements of community policing, including a clear and unified message as to the UCPD's commitment to community policing, as well as with critical thinking and problem solving skills training throughout.	●				○				○			
6.7.C	Develop a series of elective courses in different relevant subject matter areas all of which would have to be completed over a three-year period.												
6.7.D	Consider courses for the mandatory training that include updates on trends and innovations in both municipal and university policing, an update on Ohio criminal law, a use of force update including de-escalation techniques, community and problem solving policing updates,												
6.7.E	Elective courses should include: Community-police relations; Building partnerships with communities both on and off campus; Critical thinking and problem solving; Ethics and Integrity; Diversity; Biased policing; Substance Abuse; Date rape; Leadership; De-escalation												
6.7.F	Determine the appropriate split of total mandatory annual training hours between mandatory and elective courses.												
6.7.G	Increase diversity and biased policing training and require these subject to be recurrent training annually.	●				○				○			
6.7.H	Centralize and maintain records of all training in an electronic format which becomes part of an Officer's personnel package												
6.8.A	Develop a process by which UCPD develops its curricula.			○									





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6.9.A	Establish a lessons learned program, derived from UCPD uses of force, post-incident debriefings, employee suggestions, personnel complaints and case law updates.												
6.10.A	Develop a list of tasks and skill competencies expected of an FTO.			○									
6.10.B	Create a selection process to assess whether an applicant has the skills necessary to train new officers.			○									
6.10.C	Ensure that all FTO's support the Mission, Vision and Values of UCPD and will be a strong role model for new employees.			○									
6.10.D	Ensure that the selection process includes a detailed review of the disciplinary and merit file of the candidate.			○									
6.10.E	Ensure that there is a policy that requires a timely suitability review of any FTO in the case of a sustained complaint involving that FTO.			○									
6.11.A	Require instructors to be OPOTC Certified Instructors.												
6.12.A	Require all courses taught by UCPD instructors to have written lesson plans that include clearly stated, realistic performance objectives and learning activities that utilize multiple learning modalities.												
6.12.B	Base the training approach on the tenets of adult education, promoting decision-making and critical thinking.												
6.12.C	Develop problem-based scenarios and case studies that allow the student to apply problem solving skills & knowledge of diverse populations.	●				○				○			
6.12.D	Require curriculum review before a class is taught.		●				○						

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6.12.E	Observe instructors and rate performance.												
6.12.F	Survey students relative to the performance of their instructor.												
6.13.A	Ensure that community relations issues are included in use of force courses and that unique campus life issues are included in the defensive tactics course.												
6.14.A	Require by policy that all non-UCPD training be reviewed and approved prior to authorizing attendance at such program, and that a syllabus of such training be obtained for inclusion in the attending employee's file.	●				○				○			
6.15.A	Ensure that the training lieutenant is devoted primarily, if not exclusively, to all of the tasks attendant to training.		● NFE	-	-	-	-	-	-	-	-	-	
6.15.B	Re-establish the Training Review Committee under the direction of the training lieutenant and include a member from the university and two members from the community.		●				○						
6.15.C	Ensure that an annual Continuing Education Plan and Learning Needs Assessment is conducted.												
6.15.D	Review, approve, and maintain the curriculum of every outside course approved for attendance by a UCPD officer.	●				○				○			
6.16.A	Obtain a Learning Management System (LMS) to track all training records, retain expanded course outlines and lesson plans, allow for automated employee training requests and approvals.												
6.16.B	Use best practice templates to design training, evaluate training delivery and instructors.		●				○						
6.16.C	Complete regular assessments of courses and training delivery. Ensure curricula includes relevant and realistic officer tasks and competencies.	●				○				○			









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6.16.D	Training Unit lieutenant should approve all internal courses and lesson plans, and approve all outside courses prior to employees being allowed to attend to ensure consistency with UCPD policies, procedures, and agency mission, vision and values.	●				○				○			
6.17.A	Identify the actual training budget for equipment and off-site training each year and hold the department accountable for working within its training budget.			○									
6.18.A	Develop a policy with respect to the selection of instructors and for the evaluation of their performance.												
6.19.A	Develop a policy which charges the training lieutenant with mandatory attendance (either by himself or an appropriate designee) of training in order to evaluate, in writing, its effectiveness.	●				○				○			
6.20.A	Extensively collaborate with the University on issues of training and should consider the creation of a Community-Police Academy for surrounding communities and a Student Community-Police Academy for campus communities.												
6.21.A	Collaborate with CPD on issues of training												
6.22.A	Utilizing the Claremont Campus OPOTC-certified Police Academy as its own internal academy where sponsored/hired cadets could attend.												
Section 7 - Review of Accountability Mechanisms													
7.1.A	Each of the three patrol shifts should be made up of two squads of officers, with each squad having a permanently assigned sergeant who works the same rotating schedules as their officers.	● NFE	-	-	-	-	-	-	-	-	-	-	
7.1.B	Consider redesigning the Organization chart so that it is comprised of sub charts showing Field Operations and Support Services in greater detail, and should be updated to reflect latest changes and clearly reflect each squad sergeant and the officers assigned to the	● NFE	-	-	-	-	-	-	-	-	-	-	
7.1.C	Conduct a comprehensive review of the patrol chart to determine if it deploys the patrol force and the supervisors in the most effective manner.												

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7.2.A	Finalize the Managing Performance and Early Intervention policy and procedure that documents the use of Guardian Tracking.												
7.3.A	Develop a list of critical duties and responsibilities for these positions.			○									
7.3.B	Consider requiring that patrol sergeants perform documented visits, preferably in the field, to each subordinate during their shift.	●				○				○			
7.4.A	Implement a quality control process to ensure compliance with the performance evaluation requirements, and incorporate related duties on the list of supervisor responsibilities.												
7.5.A	Draft Complaint Initiation Policies and Procedures that (a) call out the different methods of initiating/receiving complaints; (b) allow for the receipt of anonymous complaints; (c) provide for walk-in complaints at UCPD headquarters; (d) prohibit any attempt to dissuade an	ⓓ	ⓓ	○									
7.5.B	Draft Complaint Investigation Policies and Procedures that (a) requires the categorization of complaints; (b) defines the workflow of the different categories of complaints from investigation to adjudication; (c) provides time frames for the investigative process; and (d)		ⓓ	○									
7.5.C	Draft Complaint Adjudication Policies and Procedures that (a) set forth the standard of proof; (b) prohibit automatic credibility preference being given to an officer's recitation of facts; (c) define the categories of potential disposition; (d) define the timeframe in which adjudication		◐	○									
7.6.A	Compile complaint information into a simple database, which can be accessed by the ICS system, and includes several fields (year, date of complaint, nature of the complaint, employee, investigating supervisor, disposition and date completed).		◐	○									
7.7.A	Develop brochures, in hard copy and for inclusion on UCPD's website, about the complaint process and complaint forms and make such materials available and include as a requirement in a new SOP governing civilian complaints.			○									
7.8.A	Consider establishing a subgroup of the CAC to review the UCPD'S investigation of complaints made against employees.												
7.9.A	Create a separate SOP detailing how disciplinary matters should be handled by UCPD. Such a procedure should include creating a form that summarizes details of an allegation of misconduct and creates a log listing the number of the issue starting at 001 of year and		ⓓ	○									

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7.10.A	Establish an Inspectional Services or Audit unit, reporting directly to the Vice President for Public Safety and Reform.												
7.11.A	Enter into a voluntary independent monitorship which would provide regular status updates to the Board of Trustees and the public relative to the progression of reform within the Department		-	-	-	-	-	-	-	-	-	-	
Section 8 - Review of Community Engagement, Problem-Oriented Policing, and Crime Prevention													
8.1.A	Recognize the essential nature of the community affairs function within the UCPD and appropriate resources dedicated to it.												
8.1.B	The Community Affairs organization should be elevated to a more prominent position in the organization and should be staffed appropriately.		-	-	-	-	-	-	-	-	-	-	
8.1.C	Create a separate Community Affairs Office which reports directly to the Chief, thereby exercising greater authority across the organization.		-	-	-	-	-	-	-	-	-	-	
8.1.D	Rescind the existing SOPs and write new policies and procedures to reflect the new structure and mission of the unit.												
8.1.E	Consider whether the Victim Services Coordinator belongs in the Community Affairs Office or whether it might be more appropriately housed elsewhere within UCPD or the University.		-	-	-	-	-	-	-	-	-	-	
8.2.A	The Community Affairs Office should be managed by a supervisor with formal operational authority to manage all of the various components of the Community Affairs mission.		-	-	-	-	-	-	-	-	-	-	
8.2.B	The supervisor position could either be a civilian title, e.g., Director, or a uniformed title, e.g., Captain but should be of sufficient stature as to be able to coordinate resources across the organization, particularly those resources that are not specifically assigned to Community		-	-	-	-	-	-	-	-	-	-	
8.2.C	Staff the Community Affairs Office with a minimum of two officers whose sole responsibilities are community affairs duties.		-	-	-	-	-	-	-	-	-	-	

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8.2.D	Consider assigning officers as community liaisons to designated community groups.		-	-	-	-	-	-	-	-	-	-	
8.2.E	Consider revising the provision of the Collective Bargaining Agreement that prescribes a four-year rotation period for CAO's.												
8.2.F	Design and implement a selection process for the Community Engagement Officers which evaluates candidates against the specific qualifications necessary for effective performance of the function, and includes the opportunity for community and student body input.												
8.3.A	Provide Community Affairs Office staff with specialized training on public speaking, crime prevention, labor relations, and social media												
8.4.A	Establish the supervisory position of Event Coordinator, with appropriate staff												
8.5.A	Train personnel in a community policing problem solving model.		-	-	-	-	-	-	-	-	-	-	
8.5.B	Consider adopting the CAPRA community policing problem solving model.		-	-	-	-	-	-	-	-	-	-	
8.5.C	Develop a problem-solving approach to chronic crime and disorder problems.												
8.5.D	If UCPD continues to patrol off campus, then problem-solving groups should also involve community residents and CPD.												
8.5.E	Develop a policy that outlines the problem-solving program, and contain clear roles, responsibilities and expectations regarding the UCPD's problem-solving efforts.												
8.6.A	Increase the number of CCTV cameras deployed in both the on and off campus communities, and collaborate with the CPD to identify strategic locations to place the additional cameras.												







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8.6.B	Institute a 'Safe Haven' program whereby local businesses register with UCPD, agree to display a distinctive logo on their storefronts that identifies them as a Safe Haven, and pledge to assist University affiliates in distress.												
8.6.C	Consider implementing Operation Blue Light, a program that authorizes UCPD personnel to mark property with an invisible ink discernible only under a special blue light.												
8.6.D	Consider implementing Operation ID, a nationwide program that aims to deter theft by permanently identifying valuable property with an indelible, inconspicuous, specially assigned number.												
8.6.E	Consider implementing PC PhoneHome/Mac PhoneHome, a program that allows authorities to locate a lost or stolen computer by identifying its location when the machine is connected to the Internet.												
8.6.F	Consider employing Stop Theft Tags, which possess a unique ID number that is entered into the STOPTHEFT worldwide database, and allow lost or stolen property to be reunited with its owner.												
8.6.G	Look into Bicycle Registration, where a permanent decal is affixed to the bicycle, thus giving it a unique ID number that is registered with the UCPD.												
Section 9 - Review of Encounters with Individuals with Mental Health Concerns													
9.1.A	Establish clearly written policies and procedures based upon existing best practices used by campus police departments.												
9.1.B	Include in the new policy a list of generalized signs and symptoms of behavior that may suggest mental illness.			-	-	-	-	-	-	-	-	-	
9.1.C	Include in the new policy should a list of indicators that will help an officer determine whether an apparently mentally ill person represents an immediate or potential danger.			-	-	-	-	-	-	-	-	-	
9.1.D	The new policy should include guidelines for officers to follow when dealing with persons they suspect are mentally ill.			-	-	-	-	-	-	-	-	-	

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9.1.E	Review applicable reports from other jurisdictions, including the USC and LA Mental Health Advisory Board, and incorporate suggestions from those reports in policies, procedures and training.			-	-	-	-	-	-	-	-	-	
9.2.A	Implement a Student Concerns Committee that consists of first responders and those potentially in a position to take notice of irrational student behavior.			-	-	-	-	-	-	-	-	-	
9.2.B	The Student Concerns Committee should meet on a weekly basis to discuss issues that took place during the previous week and are potentially related to mental health, and collaboratively create a plan of action.			-	-	-	-	-	-	-	-	-	
9.3.A	Ensure that additional officers trained in crisis intervention are deployed during potential peak periods of stress for students.												
9.4.A	Provide all sworn officers with CIT, and with documented refresher training on a bi-annual basis.												
9.4.B	Utilize UCMC experts to educate officers on issues specific to student populations, particularly those within the University community, including sensitivity training highlighting the position of students who are away from home for the first time.												
9.4.C	Consider establishing proactive response teams pairing an on-call UCMC clinician with a law enforcement officer to provide emergency field response to situations involving mentally ill, violent or high risk individuals.			-	-	-	-	-	-	-	-	-	
9.5.A	After every encounter with an individual suffering from a mental illness, UCPD should mandate detailed reporting for inclusion in the ARMS system.												
9.5.B	In order to improve performance, annually audit the handling of mental health-related calls and incidents for that year.												
Section 10 - Review of Equipment													
10.1.A	Re-deploy CEDs.												

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10.1.B	Review policies and procedures related to the use of CEDs to include when the use of the devices is authorized and the allowable number of discharges of the device.												
10.1.C	Develop intensive training on the use of CEDs and the relevant policies, including scenarios in which the utilization of CEDs is appropriate and those instances where it is not.												
10.1.D	Designate a CED training officer, who should receive training as a trainer and whose responsibilities should include remaining current on all relevant literature and data on the use of CEDs.												
10.2.A	Work with CPD and appropriate neighborhood organizations to provide significantly greater deployment of video surveillance in the off-campus patrol areas.	 NFE	-	-	-	-	-	-	-	-	-	-	
10.3.A	Conduct a review of all existing video surveillance equipment in conjunction with the exploration of an off-campus video system.												
10.4.A	Develop or adopt appropriate training for the use of the batons, and ensure that every member of UCPD receive such training.												
10.5.A	Evaluate and choose an automated commercial off-the-shelf product for tracking of all equipment.												
10.6.A	Evaluate the need and potential utilization of the bomb robot.	 NFE	-	-	-	-	-	-	-	-	-	-	
10.6.B	If there is justification to retain the robot, appropriate initial and refresher training and qualification of a select group of sworn officers on the utilization of the robot and related skill sets including bomb disposal should be developed and deployed.	 NFE	-	-	-	-	-	-	-	-	-	-	
10.7.A	Evaluate the need and potential utilization of the sniper rifle.	 NFE	-	-	-	-	-	-	-	-	-	-	
10.7.B	If there is justification to retain the rifle, appropriate initial and refresher training and qualification of a select group of sworn officers on the utilization of the rifle should be developed and deployed.	 NFE	-	-	-	-	-	-	-	-	-	-	

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10.8.A	Consider installing in-car video as an adjunct to the current deployment of body cams, providing for potential additional views of and redundancy in any critical incident.												
10.9.A	Work with the Director of Emergency Management to build out a dedicated Emergency Operations Center, designed to facilitate planning and response to both planned and unplanned campus events in coordination with other federal, state and local agencies.			○									
Section 11 - Review of Technology													
11.1.A	Require that each officer create a test recording before they deploy to the field each day to ensure the body camera is functional.		◐	○									
11.1.B	Re-write Body cam policy to address how to specifically handle video in use of force (i.e., who takes custody of the camera, who reviews the video, when should an officer review video, etc.).		◐	○									
11.1.C	Those developing the body camera policy should continue to refine and improve the policy as lessons are learned, and collaborate with other agencies that have deployed cameras to learn from those experiences.												
11.1.D	Consider including the body camera policy as a topic of discussion in community forums, student body meetings, etc.	● NFE	-	-	-	-	-	-	-	-	-	-	
11.2.A	Consult a subject matter expert to assist in negotiating an agreement for cameras and storage so that it includes discounted pricing; a "termination for convenience" clause; the appropriate level of on-site training and support from Taser; etc.		● NFE	-	-	-	-	-	-	-	-	-	
11.2.B	UCPD should identify any video in storage that must be retained into the future, and work with Taser to migrate that video to Evidence.com for long-term storage.		● NFE	-	-	-	-	-	-	-	-	-	
11.2.C	Consider engaging a provider for additional system training, to ensure the Department is making full use of its video management system	● NFE	-	-	-	-	-	-	-	-	-	-	
11.3.A	Modify the practice of tagging video with only a suspect's name. Instead, it should consider utilizing additional identifiers, such as the CAD incident number and/or an RMS record number.												

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11.3.B	Consider contracting with a vendor that allows for CA integration with its video management system.		-	-	-	-	-	-	-	-	-	-	
11.4.A	Ensure that all business/functional requirements for ARMS are clearly documented and that testing of the upgraded ARMS is conducted against those requirements before the system is accepted.												
11.5.A	Consider implementing an ARMS Mobile Product on MDCs and/or tablets to enable officers to complete reports from the field.												
11.6.A	Add a radio console to the third position so it can be in a position to handle multiple calls/traffic at one time.		-	-	-	-	-	-	-	-	-	-	
11.7.A	Implement a 9-1-1 system that provides the actual geo location of the call, as is standard in dispatch centers across the country.												
11.8.A	Explore ways to expand adoption of Live Safe on campus and potentially off-campus as well.												
11.9.A	Identify funding for a replacement card access system.												
11.9.B	PSTS should document the requirements for a replacement system, which should include a plan for how to integrate the card access system with an existing key management system that was developed in-house.												
11.10.A	Consider adding one IT Project Manager to PSTS staff to ensure large IT projects are implemented according to IT management best practices.		-	-	-	-	-	-	-	-	-	-	
11.10.B	PSTS should engage in a study to determine the appropriate IT staffing levels. It appears that additional Technicians are likely required to support the IT needs of the Department.												
Section 12 - Review of Data Collection Systems, Data Usage, Automation, and Records Management													

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12.1.A	Integrate all data collection systems into one large database that tracks all of UCPD's information.												
12.2.A	Ensure that access to stored CAD data is easily obtainable and meets UCPD's mandated reporting functions to the state and federal governments												
12.2.B	Research whether the new CAD system from TriTech can be integrated into ARMS, and integrate if possible.		-	-	-	-	-	-	-	-	-	-	
12.2.C	If integration is not possible, continue to use the CPD CAD.		-	-	-	-	-	-	-	-	-	-	
12.3.A	Evaluate the ARMS module for Field Contacts, and ensure that all required data fields can be reported through the module.		-	-	-	-	-	-	-	-	-	-	
12.3.B	If the data fields can not be included or the ARMS' module for Field Contacts utilization is otherwise undesirable, maintain the MAD and ensure that all data is transferred into the ICS Dashboard.												
12.4.A	Work with ICS and UCPD IT experts to identify standardized reporting from ARMS data in a variety of formats, such as bar graphs, pie charts and line graphs, that will assist UCPD in analyzing crime, operational, staffing and performance data on various indicators.												
12.5.A	Integrate the DPLF and PPF MADs into the ARMS system. If integration is not possible, continue to collect this data and ensure that the data can be exported into the ICS Dashboard.			-	-	-	-	-	-	-	-	-	
12.6.A	Work with ICS to further develop the functionality of the Dashboard.												
12.6.B	Capture data relative to race, gender, age and ethnicity, so as to better foster transparency and legitimacy.												
12.7.A	Add the following fields to its MAD: whether the stop was a traffic or pedestrian stop, whether there was a frisk or search of the person or property, and whether force was used during the stop.												

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12.7.B	Monitor stop data regularly as part of an early warning system, surfacing potentially at-risk behavior of policy violation or biased policing.												
12.8.A	Continue to utilize the Guardian Tracking electronic database for documenting and tracking positive and negative aspects of employee performance.												
12.8.B	Conduct a thorough review of the capabilities of the Guardian Tracking system and its potential interface with the ICS Dashboard, so as to allow for inclusion of Guardian Tracking data in ICS dashboards and more fulsome early warning system.												
12.9.A	Establish an electronic database to track and maintain data related to internal affairs complaints, and can readily communicate with other UCPD databases (ARMS).												
12.10.A	Establish an electronic database to track and maintain data related to uses of force, and investigations thereof, and can readily communicate with other UCPD databases (ARMS).												
12.11.A	Integrate the data and analysis available from the ICS tool into bi-weekly meetings and consider adding additional UCPD command staff to the meeting.												
12.11.B	Institute a regular Compstat-like process which goes beyond just examination of crime data, analyzing other relevant information including Uses of Force, Complaints, and other performance-related issues												
12.12.A	UCPD should leverage the technology available in the ICS Dashboard to build a proactive risk management database, which will track and analyze risk related information, and data related to a series of performance indicators.												
12.12.B	Analysis should include the crime and performance data currently available in the Dashboard in order to obtain a more holistic picture of an officer's performance.												
12.12.C	Work with ICS to establish appropriate performance thresholds triggers, including Department-Level Thresholds (e.g., 3 internal affairs complaints in 12 months); Peer Officer Averages (compares performance with similarly situated officers); and Performance Indicator												
12.12.D	Establish a protocol for the resolution of EWS notifications of potentially at risk officers.												

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12.13.A	Consider including the following data on its website: (1) yearly totals for Part 1 and significant Part 2 crimes; (2) an incident map; (3) the Daily Crime Log; (4) pedestrian and traffic stop totals broken down by demographic data; (5) use of force data broken down by type of force												