DRAFT FOR REVIEW

UC RIVERSIDE CAMPUS SAFETY TASK FORCE
DRAFT REPORT AND RECOMMENDATIONS

A. EXECUTIVE SUMMARY

In response to the murder of George Floyd and other Black Americans at the hands of police officers, Chancellor Wilcox called for the formation of a Campus Safety Task Force to examine and offer recommendations regarding campus policing, racial injustice, and social inequity. The task force consisted of students, staff, faculty, alumni, and community members. Over a three-month period, the task force reviewed the literature on policing and discussed a range of community-based alternatives to traditional law enforcement. The ensuing nine recommendations are organized by theme, and provide a starting point for substantive reform of campus safety operations.

Theme 1 – Re-imagining Campus Safety

1A. Reform UCR's Police Department into the Campus Safety Department with increased engagement with the campus community and coordination with university partners, along with increased understanding and responsiveness toward UCR's highly diverse student body.

1B. Integrate public safety activities, including prevention and response, more deliberately with existing campus-based programs that address issues such as mental health, domestic violence, sexual harassment, and drug or alcohol abuse, such as those units within Student Affairs, Human Resources, and Title IX; and pursue innovative models to pair and cross-train public safety personnel with campus practitioners.

1C. Create and implement a Chancellor-appointed standing committee or workgroup (i) to continually review best practices and the research literature on campus and community safety and (ii) to monitor and evaluate the implementation of the task force's recommendations. To the extent possible, this body should include subject matter experts, such as faculty and Riverside community practitioners. This body should regularly provide updates to the community through reports and a public dashboard.

Theme 2 – Campus Safety Training, Personnel, and Oversight

2A. Improve recruitment, training, and retention efforts to address implicit bias and related infractions or misconduct.

2B. Conduct a comprehensive assessment of campus needs for public safety, based on at least five years of data (e.g, number and types of campus calls, number and types of interventions and arrests, number and types of complaints); and assign campus safety

personnel accordingly. Specifically, personnel funding should be directed toward non-sworn, unarmed safety officers.

2C. Significantly strengthen public accountability measures for UCR's Campus Safety Department, including but not limited to reconfiguring the current Chief's Community Advisory Board or creating a separate body. In addition to Recommendation 1C, this body should regularly provide updates to the community through reports, a public dashboard, and ongoing dialogue (i.e., two-way communication that incorporates community feedback and addresses areas of concern).

Theme 3 – Collaboration with the City and County of Riverside and Campus-Based Entities

3A. Pilot a restorative or transformative justice program with the Riverside County District Attorney's office and UCR's Legal Affairs Office to address misdemeanors on the UCR campus, based on available best practices and other innovative efforts (e.g., Yolo County/UC Davis model, Riverside County Youth Court).

3B. Work collaboratively with the City of Riverside, UCR's School of Medicine and Counseling and Psychological Services (CAPS) to develop and implement innovative regional partnerships to address mental health issues (e.g., Community Behavioral Assessment Team, mobile crisis response teams) during and outside of regular business hours, including weekends.

3C. Work collaboratively with the City and County of Riverside and UCR's Student Affairs Division and Governmental and Community Relations Office to improve and invest in services related to basic needs, mental health, and homelessness. Particular investment should be directed toward marginalized and highly vulnerable communities, including but not limited to Undocumented, International, Native, Black, Brown, Queer, Trans, Neurodiverse, and Disabled groups – on and off campus.

B. BACKGROUND AND CONTEXT

Following the UC Presidential Task Force on University Policing 2019 recommendations and 2020 implementation reports, UCR began implementing a wider array of accountability and transparency measures for its local police department. However, recent nation-wide calls to address police brutality and systemic racism, ignited by the murder of George Floyd and countless other Black Americans at the hands of police officers, have hastened UCR's efforts to implement deeper reforms within our campus community. To this effect, campus leadership issued multiple campus statements voicing unequivocal support for diversity, equity, and inclusion, along with meaningful calls for police reform.

It is important to note that discussion of reimagining the role of policing at UCR dates back to at least 2015 with the collaborative engagement of the Black Student Task Force (BSTF). This task force included students, Student Affairs staff and leadership, UCPD, and central administration.

The BSTF (2015-2017) organized town halls and critical conversations among students, staff and UCPD officers. In 2019, this discussion continued; and in late summer 2020, there was a recommendation from the Black Student Experience Work Group (BSEWG) that further emphasized the importance of police reform on campus.

In September 2020, Chancellor Wilcox introduced the formation of the Campus Safety Task Force with the following [announcement](#):

> *Recent events around the country and world have further illuminated a host of historic inequities and injustices within society. We have heard the voices calling for change and are prepared to respond with informed action. How we secure our campus and ensure safety are areas that many agree warrant a comprehensive review. UC Riverside is fortunate to have a highly professional police department consisting of caring individuals, many of whom are UCR graduates. But we have a responsibility to ask challenging and fundamental questions about campus safety writ-large and how it aligns with our campus mission and values.*

The Campus Safety Task Force is comprised of students, staff, faculty, and community members to advise on how the campus might improve safety, and the feeling of safety, for all members of the UCR community. The task force has been asked to take a broad perspective on this assignment, seeking advice on budget, recruitment of officers, training, weapons, use of force, uniforms, community engagement, and oversight.

Timeline and Membership
The task force was formally established in September 2020 and charged with providing the campus preliminary recommendations in January 2021, followed by implementation in March 2021. The task force consists of the following membership and staff support personnel:

Jack Clarke, Jr. (Chair), Partner, Best Best & Krieger
Michelle Burroughs, Member, UCR Black Faculty & Staff Association
Alton Carswell, Case Manager, Student Affairs
John Freese, Interim Police Chief
Angelica Garcia, ASUCR Vice President of Internal Affairs
Judit Palencia Gutierrez, Graduate Student Association Vice President
Brian Haynes, Vice Chancellor for Student Affairs
Keona Henderson, President, UCR Black Alumni
Hon. Jorge Hernandez, Riverside County Superior Court Judge
Luis Huerta, ASUCR President
Mariam Lam, Vice Chancellor for Diversity, Equity, and Inclusion
Dennis McIver, President, Staff Assembly
Sharon Oselin, Faculty Senate Representative, Associate Professor of Sociology & Public Policy; sabbatical during winter quarter
Kim Overdyck, Senior Investigator, Chief Compliance Office
Brianna Simmons, Graduate Student, Anthropology
Thomas Smith, Interim Provost and Executive Vice Chancellor

Jason Stajich, Chair, Faculty Senate and Professor of Microbiology & Plant Pathology
Wade Stern, President, UCR Police Officer Association
Bert Wright, Immediate Past President, UCR Black Alumni
Nichi Yes, Graduate Student Association President

Staff Support
David Bergquist, Chief Campus Counsel
Megan Johnson, Administrative Specialist
Christine Victorino, Associate Chancellor

The task force deliberations and recommendations benefited significantly from the members' diverse expertise, perspectives, and insight. All contributed to the development of the report and recommendations; see meeting minutes posted to the [website](#). Though, it should be noted that there is not unanimity among task force members regarding the final scope of the report and its set of recommendations, as would be expected from a multidimensional and intersectional group of community stakeholders.

Scope of Work
Due to the relatively short time frame of the task force's work, members conducted an initial review of the research literature on policing reform and examined some alternative models across the United States. As part of the recommendations outlined below, of key importance is the recommendation for the Chancellor to charge a standing committee or workgroup to advance the task force's work and to regularly oversee implementation of recommendations, based on continuing review of the research literature and lessons learned from other innovative models (see Recommendation 1C). It should be noted, however, that this is a distinct body, separate from the oversight group outlined in Recommendation 2C.

Moreover, despite there being several advocates for police abolition on the task force and within the UCR community, Chancellor Wilcox indicated the preliminary scope of the task force would be to identify immediate opportunities to enhance campus safety on the UCR campus, with a primary focus on reforming UCR's police department:

> *The Task Force will review our overall campus safety efforts, focusing primarily on operation of the UCR Police Department and its relationship to other entities on campus and throughout the community.*

The standing committee or workgroup (as noted above and in Recommendation 1C) should therefore continue to engage with the broader community on the topic of police abolition, with a careful review of conceptual frameworks and options for implementation that adequately ensure campus and community safety under all conditions, including campus emergencies.

Defining Campus Safety

By numerous accounts, the UCR community has expressed feeling or experiencing a lack of safety on campus. Safety is defined as "the condition of being protected from or unlikely to cause danger, risk or injury or denoting something designed to prevent injury or damage." We recognize that safety should address more than physical protection, but also address mental health and emotional well-being. The task force aims to redefine safety on UCR's campus as inclusive, compassionate, resourceful, purposeful, preventative, and rehabilitative, combined with the requisite resources to support this new definition. Further, campus safety includes collaboration with the City and County of Riverside to provide and enhance resources for the region.

Ultimately, we envision a UCR campus safety infrastructure and set of operations that will support, educate, and revitalize the campus community; hence, resulting in fewer criminal cases, more inclusion and less bias, and a safer campus community for everyone. Importantly, this vision should be based upon the principles of diversity, equitable treatment, and inclusivity. Accordingly, particular attention and investment of resources should be directed toward the safety and well-being of marginalized communities, including but not limited to Undocumented, International, Indigenous, Black, Brown, Queer, Trans, Neurodiverse, and Disabled groups.

Community Engagement
The task force's membership represented a broad swath of the UCR campus community, including students, staff, faculty, alumni, and community members. Various campus stakeholders were invited to participate in task force meetings, including undergraduate student leaders, members of the Black Student Experience Working Group (BSEWG), and faculty subject matter experts.

In regard to broader engagement, the task force conducted an initial town hall to solicit community input on general issues of campus safety, and a second town hall for feedback on the draft report and recommendations. Each task force member was also asked to share the report and recommendations to their respective constituencies for feedback (e.g., Provost Council, Academic Senate Executive Council, Staff Assembly, ASUCR, Graduate Student Association). All community input submitted through meetings, town halls, via email and online surveys were reviewed by task force members, and helped to inform discussions and recommendations.

All task force meetings dates, agenda, minutes, and video recordings were regularly updated and posted to the Chancellor's website: https://chancellor.ucr.edu/task-force-campus-safety.

C. UCR POLICE DEPARTMENT OVERVIEW AND BUDGETS

The UCR Police Department was established in 1954, in concert with the founding of the Riverside campus. Each University of California campus exercises police powers in the state of California by virtue of Regental resolution and pursuant to California Education Code Section 92600 and Penal Code Section 830.2(b). That jurisdiction, which is not exclusive, exists: (a)

upon the campuses of the University of California and an area within one mile of the exterior boundaries of each thereof, or (b) in or about other grounds or properties owned, operated, controlled or administered by the Regents of the University of California.

With respect to the UC Riverside Police Department (UCRD), jurisdiction is concurrent with that of the City of Riverside Police Department and the County of Riverside Sheriff's Department in those respective areas. (In re Bacon (1966) 240 Cal.App.2d 34, 54). UCPD jurisdiction can also exist by virtue of requests for mutual aid and MOUs with local police departments for areas outside of these jurisdictions. In fact, it is not uncommon in California for more than one law enforcement agency to have jurisdiction in the same geographical area. (See 43 Ops. Cal. Atty. Gen. 246; 8 Ops. Cal. Atty. Gen. 149.)

In the absence of UCPD's existence, the University of California would have to contract with either the City of Riverside Police department or the Riverside County Sheriff's department for police services. The campus would then be subject to those agency's staffing, response and reporting policies, that are not typically designed to address the needs of a university community.

Personnel, Budget, and Statistics
Table 1 provides the overall demographic information for UCPD personnel.

Table 1. Overall UCPD demographic information.

	Total	Percentage
Male	47	81%
Female	11	19%
Asian	5	9%
Black	4	7%
Hispanic	22	38%
Other	1	2%
White	26	45%
Total	**58**	**100%**

Table 2 provides a budget summary for Fiscal Year (FY) 2020-21, as of September 2020.

Table 2. FY 2020-21 Budget Summary

		Core Funds *General Funds*	Non-Core Funds *Recharge & 3rd Party*	TOTAL FY20-21
July 1, Permanent Budget	Perm	6,063,793	-	6,063,793
Salary Increases for Represented Staff	Perm	83,850	-	83,850

Premium Service- BSL3	Revenue/ Temp-Ongoing	-	51,294	51,294
Premium Service- TAPS & Housing	Revenue/ Temp-Ongoing	-	834,712	834,712
CSO Revenue	Revenue/ Temp-Ongoing	-	596,565	596,565
Police Special Events/Mutual Aid Revenue	Revenue/ Temp-Ongoing	-	516,885	516,885
3rd Party Patrol Revenue	Revenue/ Temp-Ongoing	-	422,817	422,817
Other Revenue	Revenue/ Temp-Ongoing	-	29,732	29,732
TOTAL BUDGETED FUNDING		**6,147,643**	**2,452,004**	**8,599,648**
13.9% Projected State Funding Reduction		(840,000)		(840,000)
Projected Non-Core Revenue Loss		-	(929,946)	(929,946)
TOTAL PROJECTED FUNDING REDUCTION/REVENUE LOSS		**(840,000)**	**(929,946)**	**(1,769,946)**
TOTAL PROJECTED AVAILABLE FUNDING		**5,307,643**	**1,522,058**	**6,829,701**
FY21 Budget – Total Expenses (includes salaries, benefits, and operating expenses)		6,252,705	1,988,249	8,240,954
Salary Savings		(138,000)	-	(138,000)
TOTAL BUDGETED EXPENSES		**6,114,705**	**1,988,249**	**8,102,954**
TOTAL PROJECTED SHORTFALL		**(807,061)**	**(466,191)**	**(1,273,253)**

UCPD responded to 29,517 calls for service in 2019. Calls for service are most often for felonies or misdemeanors in progress, traffic collisions, traffic concerns, medical aids, mental health concerns and welfare checks, disturbing the peace, assault and battery, suspicious persons, alarm calls, trespassing, traffic enforcement, and property checks. Among sworn (and armed) personnel, uniformed patrol officers completed 50 felony and 63 misdemeanor arrests in 2019.

In 2018, there were 7 uses of force (no suspects were UCR-affiliated), with one involving an officer shooting that resulted in the death of the suspect. The 2018 shooting was determined by the Riverside County District Attorney to be justified and the officer was cleared of any criminal wrongdoing. In 2019, there were 12 uses of force; (3 suspects were UCR-affiliated) and in 2020, there were 2 uses of force (none were UCR-affiliated).

The term "use of force", refers to any force that an officer uses to overcome a suspect's resistance, in order to effect an arrest. Use of force can range from physical control holds, to pepper spray, Tasers, impact weapons (batons and less-lethal weapons) up to deadly force with a firearm. The carotid restraint, sometimes referred to as a "choke hold", has been removed from the department use of force policy as an authorized technique. Department policy requires that all uses of force be reviewed by a supervisor to determine if the force was reasonable and within department policy; and the chief of police reviews use of force review reports.

D. RECOMMENDATIONS

The full task force offers nine broad recommendations to the Chancellor for consideration and implementation. The task force organized these recommendations and their specific activities, by theme.

Theme 1 – Re-imagining Campus Safety
While re-imagining campus safety will require more than just a name change for the UCR's Police Department (UCPD), changing the name to the Campus Safety Department will place greater emphasis on campus safety. Moreover, this change will signal the intended shift from law enforcement and "policing" – with its historical connotations of capturing escaped slaves and current militarized imaging, toward a broader focus on supporting the safety and well-being of UCR's highly diverse campus community.

The first two task force recommendations (below) emphasize re-imagining the current UCPD. Campus community members should not fear calling "911" because of negative past interactions with the police (on- and off-campus), or because of the numerous reports of people dying, particularly unarmed Black people, at the hands of the U.S. police and law enforcement.

To this end, campus safety should end encompass protecting and advancing the overall physical as well as mental well-being of the entire UCR community – including those groups that have been marginalized, intimidated, or traumatized by various police or other law enforcement personnel, by providing an array of coordinated services, resources, and structures to serve this purpose.

1A. **Reform UCR's Police Department into the Campus Safety Department with increased engagement with the campus community and coordination with university partners, along with increased understanding and responsiveness toward UCR's highly diverse student body. Such activities should include, but are not limited to the following:**
   i.   The Department should engage in a strategic planning effort that will serve as a roadmap for reform efforts. This will entail development of the Campus Safety Vision, Mission, and Values Statements that focuses primarily on public safety, rather than law enforcement, while acknowledging how systemic racism and implicit bias may cause some community members to fear any police interactions.

ii. Increase community engagement via regular town halls and office hours, and other informal opportunities to regularly interact with campus groups (e.g., BFASA, Staff Assembly, Ethnic & Gender programs, LGBT Center, Coffee with a Cop), with goals of developing a deeper understanding of the safety needs of different groups on campus and developing trust.

iii. Establish one or more satellite offices, as well as virtual/online options for community engagement, particularly among more vulnerable communities.

iv. Develop messaging and outreach efforts that speak to the campus community and encourage positive interactions, provide instruction on how to deal with crisis situations, and where to report and seek support from campus partners.

v. During informal community engagement activities, all campus safety personnel should wear layperson's clothing to help build trust and positive relationships; though, there should remain some familiarity with sworn, uniformed officers in advance of emergency situations that may require their participation.

vi. Develop a mechanism to monitor the Campus Safety Department's adherence to their Vision, Mission, and Values and to make the results public. Accountability measures should emphasize and track both positive and negative interactions between campus safety personnel and the campus community (also see Recommendation 2C).

1B. **Integrate public safety activities, including prevention and response, more deliberately with existing campus-based programs that address issues such as mental health, domestic violence, sexual harassment, and drug or alcohol abuse, such as those units within Student Affairs, Human Resources, and Title IX; and pursue innovative models to pair and cross-train public safety personnel with campus practitioners. Such activities should include, but are not limited to the following:**

i. Review and enhance how campus safety function interfaces with the Critical Student Incident Team and Case Managers in Student Affairs, and identify opportunities for partnership.

ii. Work with students to better understand what works, develop trust, and incorporate peer-to-peer outreach.

iii. Improve coordination and messaging with student-facing personnel.

iv. Help address mental health stigma, determine what services are available and how they can be more person-centered or humanizing, and identify additional after-hours support options (potentially in collaboration with Counseling and Psychological Services or Student Affairs Case Management Team).

v. Review and enhance how campus safety function interfaces with the Investigations Work Group, coordinated by the Chief Compliance Office, and determine whether concerns or complaints regarding campus safety personnel should be monitored or investigated by the Locally Designated Official (LDO).

1C. **Create and implement a Chancellor-appointed standing committee or workgroup (i) to continually review best practices and the research literature on campus and community safety and (ii) to monitor and evaluate the implementation of the task force's recommendations. To the extent possible, this body should include subject matter**

experts, such as faculty and Riverside community practitioners. This body should regularly provide updates to the community through reports and a public dashboard. Such activities should include, but are not limited to the following:

i. The standing committee or workgroup should involve students, faculty, staff, alumni, subject matter experts, and community members, with written updates provided to the campus annually or biannually.

ii. Monitor and publish progress on implementation of task force recommendations (e.g., online dashboard).

iii. In adhering to the values of a research university, continually identify available data and review empirical research to inform recommendations as they are implemented, and modify actions as this works evolves and as additional topics are explored (e.g., de-escalation, lethal use of force).

iv. The standing committee or workgroup should engage with the broader community on the topic of police abolition, with a careful review of conceptual frameworks and options for implementation that adequately ensure campus and community safety under all conditions, including campus emergencies.

Theme 2 – Campus Safety Training, Personnel, and Oversight

We acknowledge that there is ample scholarship on the historical ineffectiveness of anti-bias training, specifically in law enforcement, in undoing the deeply embedded forms of individual biases that lead to the kinds of police violence we have seen and not seen historically. The following recommendation <u>does not</u> necessarily support continued hiring or expansion, in employment and funding, of the UCR Police Department. Nevertheless, we recognize the need for immediate interventions in improving the general understanding of law enforcement personnel around awareness of the complex histories and effects of racism, sexism, homophobia, and other forms of discrimination that officers may not recognize they are perpetuating and deploying. Moreover, campus safety personnel will need to be accountable for reporting violence and discrimination amongst their peers to assure adjudication and reparation. At present, UCPD training includes regularly required de-escalation training, but only occasional and very specialized forms of anti-bias training, such as LGBT training provided by UCR's LGBT Resource Center; hence the need for additional education and training on the range of implicit and deeply held biases that lead to police misconduct.

2A. Improve recruitment, training, and retention efforts to address implicit bias and related infractions or misconduct. Such activities should include, but are not limited to the following:

i. Effective immediately, the entire UCPD staff should be publicly reviewed by the Riverside community, UCR community, and alumni for histories of bias, violence, discrimination, harassment, and murder. Following the public release of this data, there should be training tailored to address any issues identified, and relevant disciplinary procedures, if warranted.

ii. Implement regular trainings on implicit bias and microaggressions in collaboration with the Diversity, Equity, and Inclusion (DEI) Office and the Vice Chancellor/Chief Diversity

Officer, and develop a shared understanding of the following: anti-Blackness, anti-BIPOC, and anti-LGBT societal context; intersectionality; institutional and systemic forms of discrimination and inequity; and respectful, inclusive and trauma-informed communication/interview practices. Regularly scheduled DEI-facilitated training may include direct student, staff, and faculty experiences and voices, so that there is genuine dialogue, in order to foster mutual understanding and a better sense of community among campus safety personnel and all university stakeholders. Dually, these trainings should pull from the scholarship, teachings, and recommendations produced by students and faculty with relevant subject matter expertise in the College of Humanities, Arts, and Social Sciences.

iii. Improve recruitment outreach and expand personnel engagement with the larger campus community in order to increase recruitment and retention among historically underrepresented groups; such efforts could include a community panel review for recruitments, promotions, and other HR actions.

iv. Enhance efforts of the Community Service Officers (CSO) Program to recruit diverse UCR students to serve; and provide the CSOs with thorough anti-bias, microaggression, and conflict resolution training.

While the campus conducts climate surveys for particular demographics regularly, it has not conducted a comprehensive assessment of campus safety needs and priorities (beyond the work of this current Task Force). In conjunction with continued ongoing scholarly research on public safety models as well as policing as a historical phenomenon in philosophy and in practice, the campus should complete a thorough inventory of historical safety and security complaints, including those against UCPD.

We know from existing annual reporting to UCOP that UCR has relatively lower reports of such complaints than other UC campuses, but this does not necessarily mean that we have better climates around safety and security than other campuses. Our campus community members may have dispositions and experiences that do not lend themselves to having any relationship with law enforcement and other securitization tactics. It is imperative that the campus hear from community members regarding what they feel can be improved forms of ensuring public safety.

2B. **Conduct a comprehensive assessment of campus needs for public safety, based on at least five years of data (e.g, number and types of campus calls, number and types of interventions and arrests, number and types of complaints); and assign campus safety personnel accordingly. Specifically, personnel funding should be directed toward non-sworn, unarmed safety officers. Such activities should include, but are not limited to the following:**

i. Halt all UCPD hiring and personnel actions, pending completion of the comprehensive assessment of campus needs for public safety.

ii. Conduct a 5-10 year assessment of UCPD activities, such as campus calls, interventions, arrests, complaints, including specific data on interactions with campus affiliates and non-affiliates (and their demographics, if available).

iii.   Conduct a campus safety survey to determine community needs and priorities, specifically among students, staff, and faculty.

iv.   Based on the comprehensive assessment and survey data, redirect funding for open or existing positions toward non-sworn campus safety personnel, such as unarmed security personnel, mental health and alcohol/drug abuse counselors.

v.   Improve partnerships with Student Conduct and the Dean of Students Office to provide alternative conflict resolution pathways for students.

vi.   Determine in consultation with UCPD, Student Affairs, Case Management, and Student Conduct clear flow charts for first-response processes and appropriate stewardship of case management. The data includes officer perception of race, sexual orientation, gender, and many other parameters.

The Campus Safety Department must ensure that it is attentive to and accountable for the safety and security needs of the campus community at large. More intentional, consistent, and direct engagement with the campus and surrounding Riverside and Inland Empire communities will be required to improve multidirectional feedback processes. Such collaboration should facilitate ongoing advancement and development of the department and its operations, and specifically improve the quality of its customer and client services. The following mechanisms will assist in building a concrete infrastructure to ensure enhanced clarity, collaboration, and communication.

2C. **Significantly strengthen public accountability measures for UCR's Campus Safety Department, including but not limited to reconfiguring the current Chief's Community Advisory Board or creating a separate body. In addition to Recommendation 1C, this body should regularly provide updates to the community through reports, a public dashboard, and ongoing dialogue (i.e., two-way communication that incorporates community feedback and addresses areas of concern). Such activities should include, but are not limited to the following:**

i.   Strengthen the existing or create a new oversight body that includes faculty, staff, students, and at least two community members who are alumni of the university.

ii.   Immediately create a public database for non-UCR and UCR constituents to include a roster of current personnel, including their training, qualifications, contact information (subject to confidentiality guidelines), prior or current work/partnerships with the Riverside Police Department and other law enforcement services. Additionally, there should be a publicly available history of annual UCPD budget allocations.

iii.   Immediately develop and implement measures to collect real-time client satisfaction data (including complaints) to be made available on a public dashboard. This should be implemented immediately (e.g within the first quarter of this report's completion) using Qualtrics.

iv.   Advance efforts to strengthen this oversight body and expand its scope to regularly review client satisfaction data and community input, and to recommend ongoing opportunities to address issues of misconduct and other accountability enhancements. Implement before the end of fiscal year (June 30, 2021).

v.   Review, centralize, and publicize all mechanisms for reporting campus safety issues and concerns (both named and anonymous) for community members, students, staff and faculty to easily access.

vi.   Determine a process or processes by which campus safety complaints (including against personnel) are formally registered, assigned, and informally adjudicated or formally investigated when appropriate by an external consultative or investigative entity, with report smade to the Chancellor and the community oversight body.

vii. All recommendations for disciplinary action or other form of adjudication should be documented and archived. Given that there exists some community distrust with accountability processes and potential retaliation for complaints against campus entities, such as UCPD officers, create an anonymous reporting mechanism that goes directly to the Chancellor's Office (or designate) and the community oversight body, with the expectation of a zero tolerance approach to professional misconduct, including those actioned deemed to be "within the law."

viii. Increase scrutiny of campus safety employees' conduct by integrating personnel improvement plans (developed by Human Resources) for personnel who have been disciplined for any reason. Implement effective immediately (e.g within the first quarter).

ix.   Centralize, publicize, and utilize campus-based and community-based organizations (with their approval) to provide first responses for safety-related incidents, including for example spaces, methods of redress, care, and provision. Further, identify how community spaces should be supported through partnership, resources, and funding.

x.   Publish the "Toolkit to Prepare for and Manage Major Campus Events or Incidents" on a campus website, to allow for ongoing review, editing, and possible implementation.

xi.   Continue UCPD's current plan to begin tracking detention data in accordance with the California Racial Identity Profiling Act (RIPA) one year early, beginning in 2021. The data includes officer perception of race, sexual orientation, gender and many other parameters. The goal is to improve the overall feeling of safety for all campus community members by tracking metrics to help ensure equitable treatment by UCPD of all community members, regardless of race, gender, sexual orientation, religion, disability or other characteristics.   More information is available through California State Attorney General's Office: https://oag.ca.gov/sites/all/files/agweb/pdfs/ripa/ripa-board-report-2019.pdf

Theme 3 – Collaboration with the City and County of Riverside and Campus-Based Entities
The task force recognizes the importance of working in partnership with the City and County of Riverside to implement meaningful and substantive reform of the current UCR Police Department. In particular, addressing issues of justice in the court system and community-based mental health interventions (rather than punitive law enforcement measures) will require leveraging locally available resources. Further, a more proactive and collaborative approach to improving physical and mental well-being should be implemented, in order to attend to the broader community's basic needs, particularly for those individuals that are food and housing insecure and among marginalized communities. Such efforts aim to mitigate the likelihood of engaging in "criminal" activity before it occurs. Altogether, these actions will not

only serve to enhance campus safety at the university, but also help to serve as a model for the larger community.

3A. Pilot a restorative or transformative justice program with the Riverside County District Attorney's office to address misdemeanors on the UCR campus, based on available best practices and other innovative efforts (e.g., Yolo County/UC Davis model, Riverside County Youth Court). Such activities should include, but are not limited to the following:

  i.   Develop a partnership with the County District Attorney's office to develop and pilot a restorative or transformative justice program, and in alignment with California Penal Code 1000.95 (drug diversion program).

  ii. Identify and provide the financial and operational resources to offer the UCR community options for diversion away from the court system (e.g., misdemeanors or first-time incidents). These resources could include, for example, counseling, training, and community courts.

  iii. Create and implement a system to determine which misdemeanors are eligible, to provide notification to participants of available options, to facilitate meeting(s) and programmatic components, to engage with community members, and to administer files. Such a system must ensure that individuals' constitutional rights are not violated.

  iv. Identify and engage a UCR campus safety liaison (e.g., task force member), campus safety personnel, student affairs case manager or social worker, and Riverside Public Defender's representative.

  v.   Provide the community with information on how to find appropriate legal and/or other forms of representation.

3B. Work collaboratively with the City of Riverside, UCR's School of Medicine and Counseling and Psychological Services (CAPS) to develop and implement innovative regional partnerships to address mental health issues (e.g., Community Behavioral Assessment Team, mobile crisis response teams) during and outside of regular business hours, including weekends. Such activities should include, but are not limited to the following:

  i.   Partner with Riverside Community Health and Riverside Department of Public Social Services-Adult Services Division to address mental health resources and provide more humane interventions, based on best clinical practices in psychiatry and social work.

  ii. Sign an MOU to formalize these partnerships, and evaluate their effectiveness.

3C. Work collaboratively with the City and County of Riverside and UCR's Student Affairs Division and Governmental and Community Relations Office to improve and invest in services related to basic needs, mental health, and homelessness. Particular investment should be directed toward marginalized and highly vulnerable communities, including but not limited to Undocumented, International, Native, Black, Brown, Queer, Trans, Neurodiverse, and Disabled groups on and off campus. Such activities should include, but are not limited to the following:

i.   Allocate financial and human resources to provide services related to basic needs, mental health, and homelessness, and review the UCPD budget for possible diversion of funds and personnel to adequately support this initiative.

ii. Adopt a new dispatch system for non-violent crimes, at which time, a unit member will be called to the situation and come equipped with resources such as a bag of food, hygiene support, or shelter placement for homeless persons. Similarly, a social worker could be deployed to mediate conflicts or disagreements.

iii. Partner with University Extension to train UCR community members to complete the Homeless Support Certificate program.

iv. Identify and develop additional means to avoid the criminalization of homelessness.

v.   Combine campus and community efforts to address basic needs, mental health, homelessness, and public safety, with oversight from the appropriate Vice Chancellor or equivalent.