



Public Safety Department Program Review

May 31, 2023

by Chief Lisa Rupp

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Executive Summary

In 2021 - 2022, the Public Safety Department performed the second comprehensive program review (previous [Program Review Report](#)). The review was led by Chief Lisa Rupp. The process included input from stakeholders within the Department. This process revealed challenges to overcome and opportunities to be embraced.

The Public Safety Department (PSD) offers an extensive suite of services, support and training to safeguard persons and property, enforce the law, report crimes, collaborate with other departments, build relationships and quality of life, and support a sense of community. PSD provides around-the-clock service every day at the main campus and regular hours at the other locations. Public Safety Officers enforce all federal, state, city and county laws and Lane's policies and regulations on college property. Lane has its own judicial process. A community college setting is different from typical law enforcement agencies. The process supports students in making moral and ethical decisions that guide their behavior to conform to community expectations and to grow and learn.

A hallmark of the Department is strong collaboration and extensive training for the Department, to Lane employees, and for community members.

This would provide increased education, additional internal collaboration, and ongoing community policing. While police are more likely to arrest students, Public Safety Officers help students navigate the College's judicial process, educate and help them succeed.

The breadth and depth of the programs and services provided by the Public Safety Department is impressive. The Department provides more than just public safety, for example, a few of the many services/support provided are: emergency response and notification; trained EMT officers; hazmat team; background investigation. Some of the training options include: self-defense; sexual assault awareness and prevention; active shooter; first-aid; and mental health first-aid. The campus community would benefit by knowing more about those offerings. **Recommendation: Continue to actively engage and educate the community about these offerings.**

The number of Departmental employees has declined while the number of service calls has increased. This presents an increased risk to the campus safety and added overtime costs. Increased staffing is appropriate and needed commensurate with the number of incidents. **Recommendation: Fully staff the department commensurate with services needed.**

Extensive professional development is required to be a Public Safety Officer in today's world. Recruiting, retaining and maintaining professional development benefits the campus community and keeps us safe. The college should invest in staffing and professional development to maintain this high level of expertise, and meet compliance requirements. The Department lacks adequate training funds. **Recommendation: Secure sufficient training funds.**

Although there are several vehicles in the PSD fleet, there is no maintenance budget. This presents added financial risk to the College – vehicles that are well maintained last longer and thus reduce capital expenditures. **Recommendation: Provide vehicle maintenance funding.**

The Department regularly collaborates with other units, including for internal training. For example, PSD partners with Lane's Criminal Justice Program to offer students the Cadet Program. This paid cooperative education gives students the chance to receive training and experience. The Cadet Program could be offered to other community college students and agency personnel for a fee to generate revenue. **Recommendations: Explore potential to offer the Cadet Program to external stakeholders for a fee. Determine feasibility of generating FTE for internal training offered.**

Retaining such highly trained personnel is a challenge because most positions are part-time and most workers need full-time jobs. Once trained, these individuals can find employment elsewhere. **Recommendations: Increase recruitment and retention efforts. Secure sufficient funding to hire two (2) full-time positions.**

The proposed physical location for a permanent public safety space according to the master plan is inadequate. There is insufficient radio transmission, inadequate egress, lack of ADA access, inadequate vehicle space, and the building is not seismically sound. It is crucial to secure an appropriate, safe, and permanent location. **Recommendation: Secure appropriate and permanent physical location.**

Kaylee's Law and Senate Bill 116 stripped Public Safety Officers of their access to the Law Enforcement Data System (LEDS) which provides information on individuals' prior records (e.g. warrants, criminal histories, etc.), which helps keep Officers and our community safe. To mitigate danger to officers it would be wise to lobby for access to LEDS. **Recommendation: Advocate for access to the Law Enforcement Data System.**

Because the Department has systematic, ongoing, and high quality professional development, there is an opportunity to train external stakeholders for a fee and bring in revenue. For example, the Cadet and Officer Academy could be provided as a fee-based, credit bearing class for nearby security or public safety personnel at other community colleges. **Gathering feedback from stakeholders outside of the program will help inform goals and aspirations.**
Recommendation: Gather feedback.

Pending Oregon legislation might make it more difficult to recruit and train personnel. The Department is interested in proactively countering this risk by becoming an accredited regional fee-based training center. Being accredited through International Association of Campus Law Enforcement Administrators Accreditation will provide accountability and professional competency, adherence to best practices in operations and training, ensure stringent standards, and minimize risk and liability for following clear and established procedures and policies.

The Department would like to leverage their strength in collaboration and training to pursue several **aspirational goals if the Department is fully staffed, including:**

- Attain the International Association of Campus Law Enforcement Administrators Accreditation.
- Develop the Department into a formal regional training site to offer fee-based training for other community colleges.
- Develop the Cadet Academy into a fee-based and credit bearing class.

The Department used a SOAR (Strengths, Opportunities, Aspirations, Results) Analysis to determine the shared vision for the future of the department as well as create a list of goals. The **results show that there is a desire to develop the Department into a local or regional training**

center, enhance professional development opportunities for personnel, secure an appropriate physical space, raise awareness about the Department's services provided, as well as obtain proper equipment and information to keep Officers safe. There is also a clear need to increase staffing levels to ensure the campus community maintains a safe and secure environment. In addition to getting internal stakeholder feedback through the SOAR analysis, the department manager intends on **gathering feedback from external stakeholders at Lane.**

The remainder of this document describes in detail the Public Safety Department, services provided, professional development required, partnerships, strengths, opportunities, aspirations, and expected results, operating environment, performance, reflection, assessment, and wraps up with key findings, and recommendations to improve the Department.

Introduction

Lane Community College's Public Safety Department (PSD) offers an extensive suite of services, support and training for all College locations to safeguard persons and property, enforce the law, report crimes, collaborate with other departments, build relationships and quality of life, and support a sense of community. Unlike other College departments, PSD provides around-the-clock service every day of the year at the main campus and regular service at the other locations.

College Public Safety Officers (PSO) enforce all federal, state, city and county laws and ordinances on college property. Officers also enforce local policies and regulations. The Officer's authority covers the geographical boundaries of Lane's properties and adjacent streets and roadways. Officers may legally obtain driver identification, vehicle identification, verification of insurance information, and make arrests as a part of their statutory duties.

The Department is required to maintain compliance with Federal, State, County, and City Laws, Kaylee's Law Provisions, Department of Public Safety Standards and Training, Clery Annual Security Report (including fire drill compliance), and maintaining Officer certifications.

Working in a community college setting is different from typical law enforcement agencies. Lane is similar to a small town but with a separate judicial process and additional standards including Student Code of Conduct and College Online Policies and Procedures. Departmental Officers must uphold these standards in addition to their statutory duties. Rather than being punitive, the Student Code of Conduct Process is intended to support students in making moral and ethical decisions that guide their behavior to conform to community expectations. This internal due process allows the College to provide a supportive environment for students to grow and learn and provides unique opportunities for Department personnel to collaborate internally. The Department intentionally propagates a supportive culture and environment for students, employees and visitors.

Section 1: Program Information

Core Purpose

Department Mission: Public Safety's mission is to promote a safe, secure, and respectful learning environment by providing professional public safety and emergency services.

Public Safety will fulfill this mission by:

- Preserving individual rights, and embracing diversity while engaging in community caretaking
- Serving the communities and campuses that Public Safety serves by protecting life, maintaining order, and safeguarding property

Department Vision: Public Safety's vision is to preserve a safe education environment through the honorable delivery of professional Public Safety services to all persons.

Department Purpose: Public Safety is a collaborative effort between the Department and the campus community. The Department identifies and investigates crime, safety, security, and disorder problems and involves the campus community to solve these problems. This collaborative effort depends on mutually beneficial relationships between Public Safety, campus community members, and agencies and organizations in the greater community.

For more information, please visit the [Public Safety Department website](#).

Alignment with College's [Mission. and Strategic Directions](#)

Lane Community College mission: Lane is the community's college. We provide quality, comprehensive, accessible, inclusive, learning-centered educational opportunities that promote equitable student success.

The Public Safety Department supports the College mission by ensuring students have a safe, and accessible learning environment so that they may focus on their studies. The Department also supports the College mission by providing safe, secure, respectful, and inclusive learning and working environments for students, staff and the community. The Department provides learning opportunities through engagement and by teaching members of the college community about safety programs. The Public Safety personnel work collaboratively and provide honorable and professional services to the community, which helps support a quality learning environment. The Department supports these goals while simultaneously managing financial resources wisely.

Taken together, these Departmental attributes directly contribute to several of [Lane's Strategic Directions](#): create a culture of teaching, learning, and innovation; strengthen our community; and demonstrate a commitment to our students' learning and success; financial stewardship. The Public Safety Department creates a safe environment, which is a necessary foundation for achieving the mission and Strategic Plan Goals. The illustration below shows how the Department supports the College mission.

How the Public Safety Department Supports Lane's Mission



Results: strengthened community, focus on learning, commitment to students

Program Description

Summary of Services Offered

A description of the comprehensive services, support, and training provided by the Department is beyond the scope of this document. The table below summarizes those offerings and is followed by a few highlights at the end of this section. Please click on the links for detailed information.

Services	Collaborative Support and Training
Law Enforcement Enforce College Policies	Public Safety Cadet Program
Crime reporting through the Clery Act Annual Security Report and Compliance Information	Campus Emergency Plan LaneAlert Emergency Notification
Dispatching for law enforcement, fire, medical, or other emergency services	Campus Community Emergency Response
Availability of trained Emergency Medical Technicians	HAZMAT Team
Bicycle patrol (Bike Team)	SafeLane and LaneAlert Emergency Notification System
Field Training of Officers	Weather Closure Q&A

Services	Collaborative Support and Training
Tech Services for access control system, computer maintenance, database management, radio operation and video surveillance	Sexual Assault Awareness and Prevention Training
Monitor parking and enforce vehicle regulations on the main campus	Domestic Violence Awareness and Prevention Training
Facility security checks and after hours entry assistance	Training & Informational Videos
Monitor alarm systems; manage keyless-entry system ; issue and return of keys	Active shooter/Violent Actor
Portable battery packs for checkout	Mental Health First Aid course
Safety escorts	Automatic External Defib (first aid & cpr should go here)
Lost and found services	Stop the Bleed
Fingerprinting service to external community	Workplace Violence Prevention
Background Investigations for PSD employees	Self-defense; First Aid CPR

Services

As would be expected, the Public Safety Department provides enforcement of laws, procedures and policies, crime reporting, and dispatching for emergency services. An example of the value added services include fingerprinting for the external community. During the Covid-19 pandemic, the services to the campus increased to meet specific needs such as helping the Information Technology Department with receiving devices loaned out like laptops and helping the Facilities and Planning Department with issuing and returning keys.

Support

An example of the specialized support provided is the campus [Emergency Plan](#) and associated functions. The extensive plan addresses a wide range of emergencies from active shooter to severe weather, protests and more. It outlines plans of actions, responsible parties, contact information, etc. Should an emergency occur, the [Campus Community Emergency Response](#) Team springs into action to provide basic care, stabilization, and information within the campus community until emergency responders can arrive on the scene. Meanwhile, the [LaneAlert Emergency Notification](#) system is used to keep community members informed. These specialized services rely on a network of employees and collaborators, which are organized by the Department. These activities help keep the College employees, students, and visitors safe.

Public Safety partnered with Lane’s Student Health Clinic for critical incident response in advance of and in support of local health care providers, assessing and stabilizing persons as needed prior to their arrival. Read more about this in the Partnerships section.

These collaborative partnerships are mutually beneficial and nurture a deeper connection between departments, employees, and with students. They also serve to educate and train Public Safety Department personnel in ways that will help them develop their future careers.

Internal and External Training Provided

The Department offers standard training in topics such as self-defense, basic safety, sexual assault, dating and domestic violence prevention for internal and external constituents. One of the specialized training sessions offered is “Stop the Bleed” classes on how to use a tourniquet to stop profuse bleeding. In addition, Public Safety Officers have provided First Aid, CPR & AED (Automated External Defibrillator) instruction to other departments across campus.

The campus community context also provides the Department the opportunity to collaborate internally to offer unique training. An example is the Mental Health First Aid course. This course is co-taught by a certified Officer and Counseling Department faculty who collaboratively developed the course curriculum. A certified Officer also teaches Veterans Mental Health and First Aid to Lane employees who receive professional development units to maintain their certification.

In order to continue offering training, the Department goal for 2021/22 is for Officers to obtain additional instructor certifications in multiple topics such as crisis intervention team training. As of Fall 2021 four (4) Officers are in the process of being trained and there is one CPR instructor. Personnel will set up a calendar for First Aid and Stop the Bleed training once a month for all employees. The only cost to employees is the certification card (~\$14). The Department has already trained employees of the Child Care Center, Specialized Support Services and some employees from the Science Department. Fire extinguisher training has been completed for some employees of the Science Department. Officers have been training employees on the Campus Community Emergency Response Team (CCERT) as well. The Public Safety Department has had to adjust training and how the training is offered due to current restrictions around COVID safety protocols.

The Cadet Program: A Partnership with Lane’s Criminal Justice Program

Public Safety partnered with the Lane’s Criminal Justice program to offer the Cadet Program, a paid cooperative education program, which provides students with the opportunity to obtain extensive training and experience.

Certified Officers provide specialized training sessions to internal departments, employees, community members, and other colleges. Some training sessions are provided free of charge to Lane employees and community members while others cost a fee.

The Jr. Cadet Program Training

The Department also offers a Jr. Cadet Program, which was created with the vision and help of a high school student (see sidebar below). High school students also have the opportunity to become trained professionals through the Public Safety Department. Students are trained then work with seasoned professionals. They have the opportunity to learn, observe and report.

Alex Wilson, local high school student helps create Jr. Cadet Program

Alex Wilson became interested in law enforcement at an early age. He found out about the Public Safety Cadet Program through his high school. He convinced the previous Public Safety Director into taking him on and Alex helped create the Jr. Cadet Program for Public Safety. The goal of the program is to give high school students interested in law enforcement the necessary on-the-job skills and training. Alex was 14 at the time. He attended the Public Safety Academy with officers 5 years older than him and excelled at all courses taught. Alex stayed with Public Safety and when he turned 18, he applied to be an Officer with the Department. He would stay with us until he was 21 at which point he applied with law enforcement agencies to become a sworn Officer. He now works for Linn County Sheriff's Office as a deputy.

Conclusion

A unique strength of the Department is the extensive training and support provided internally and externally at no or low cost. The Department intentionally fosters a culture and supportive environment for students, employees and community members to collaborate, learn and grow. These activities allow Department personnel to develop strong professional relationships with faculty, staff, and students as well as add significant value to the College.

List of Additional Services Offered

Examples of the types of activities engaged in and the services provided by the Public Safety Department can be found below. As of 9/15/21 Officers have been engaged in the following events (excerpt from Public Safety Report to Board of Education) (also see the [Public Safety](#)

[September Board Report 2022](#)).

- Answered the call for emergency activation of COAD (Community Organizations Active in Disasters), through which Public Safety Officers picked up, delivered, and handed out cases of water and Gatorade to vulnerable populations in the Eugene/Springfield area during the last heat wave where temperatures soared over 100 degrees
- Worked with Weyerhaeuser for a staging area in Lot N at the Main Campus for the Weyerhaeuser firefighting helicopter to land for refueling for a recent wildfire near the campus
- Worked as the liaison with the Red Cross to find an emergency location on campus for Oakridge fire evacuees
- Completed Site Security Surveys for Counseling /Testing/Science Resource Center/Tutoring area in the Center Building
- Organized skilled CERT volunteers, and providing planning assistance and staffing for community vaccination clinics on campus
- Coordinated with FBI and TrackTown USA to meet security needs for the NCAA and Olympic Trials, for which Lane was a practice site
- Managing a safe camping site available to employee evacuees impacted by the Holiday Farm fire, and delivering water and other needed items to evacuees at other community sites
- Conducted temperature checks at childcare center during the pandemic

- Assisted EPD with kidnap and rape case that led to arrest (captured and gathered video footage of the suspect on the security cameras at the Mary Spilde Center)
- Assisted EPD by capturing and gathering video footage of the vehicle involved in the fatal hit & run case that led to the suspect turning himself in
- Conducted quarterly fire drills across all campuses

In addition, Officers have performed the following duties:

- Answering, tracking, and responding to phone calls from employees, students, lease partners, and members of the public - 8823 calls received since January 2020
- Assisting employees, students, and lease partners with front counter service on the main campus - over 400 contacts since January 2020
- Providing information and guidance to members of the public, staff, faculty, and students about COVID safety precautions and access restrictions, and handing out masks
- Responding to calls for service of all types, including personal safety, vehicle and parking concerns, COVID-related compliance issues (unauthorized spectators or events on campus, consultation about mask mandate, etc.)
- Providing security for student residents at Titan Court during protests in downtown Eugene
- Tracking and monitoring employee presence in main campus facilities during restricted access period, for security, contact tracing, and emergency response/evacuation preparedness
- Providing access to buildings and spaces as needed during COVID, and ensuring that buildings are properly secured while campus is under restricted access measures
- Distributing and receiving keys, and managing key card badge access for employees and lease partners
- Checking out and checking in computers, accessibility aids, books, and other equipment distributed by the College to support students for remote learning

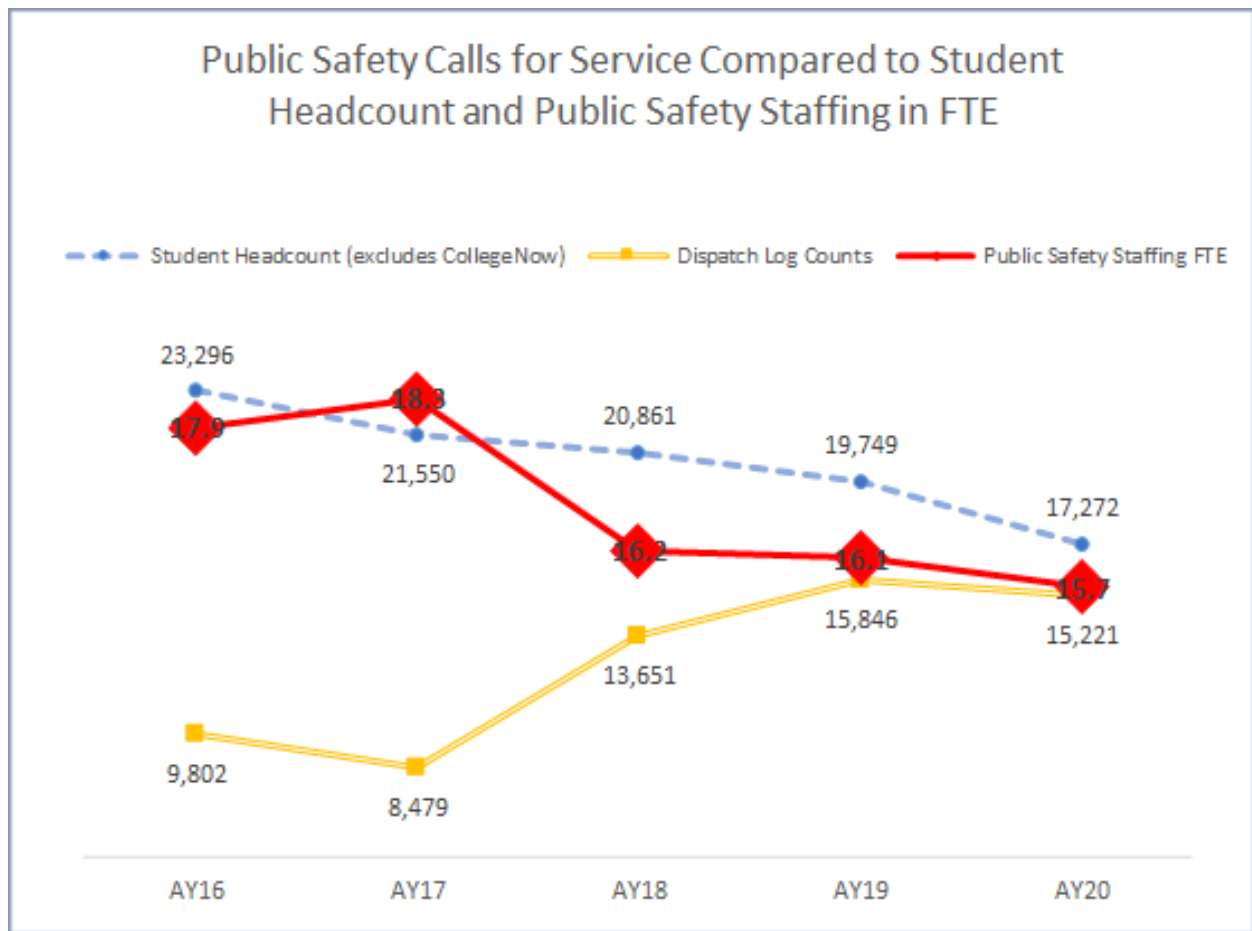
Description of Customers Served

Because of the unique context at a campus, the Department provides much more than campus safety and policing, as discussed above. That also means that the type of “customers” served varies greatly. The Public Safety Department, a public-facing group, serves both internal and external stakeholders, including internal departments, employees, community members at large, and other colleges and university personnel. Service is provided on a daily basis on the campus, during patrols, in the office via phone, email and video conferencing. Department personnel are on the job 24 hours a day, 7 days a week, all year round in all campus locations.

The graph below shows the number of students, calls dispatched, and Public Safety Department staffing (in FTE). From 2015/16 through 2019/20, the number of calls responded to (dispatch log) has increased by 55% although the number of unduplicated students decreased by 26%. During this same period of time Public Safety staffing decreased by 12% creating an increased risk to our campus. Demands on Public Safety staff have increased dramatically, and the long-term effects of

understaffing will lead to slower response times, staff burnout, low morale and feeling of being unsupported as well as added expense to pay overtime.

Generally, Lane's Public Safety Department has sufficient equipment, outstanding employees, and excellent training programs available. However, the resources that are needed to be fully staffed and to have adequate time for training are insufficient.



Considering the importance of campus and visitor public safety and security, the risks associated with understaffing, as well as the crucial services provided, and training offered, it is necessary to increase staffing levels.

Recommendation: Increase and maintain staffing levels commensurate with number of incidents: hire one full-time administrative classified staff person with skills and/or experience in 911 operator experience.

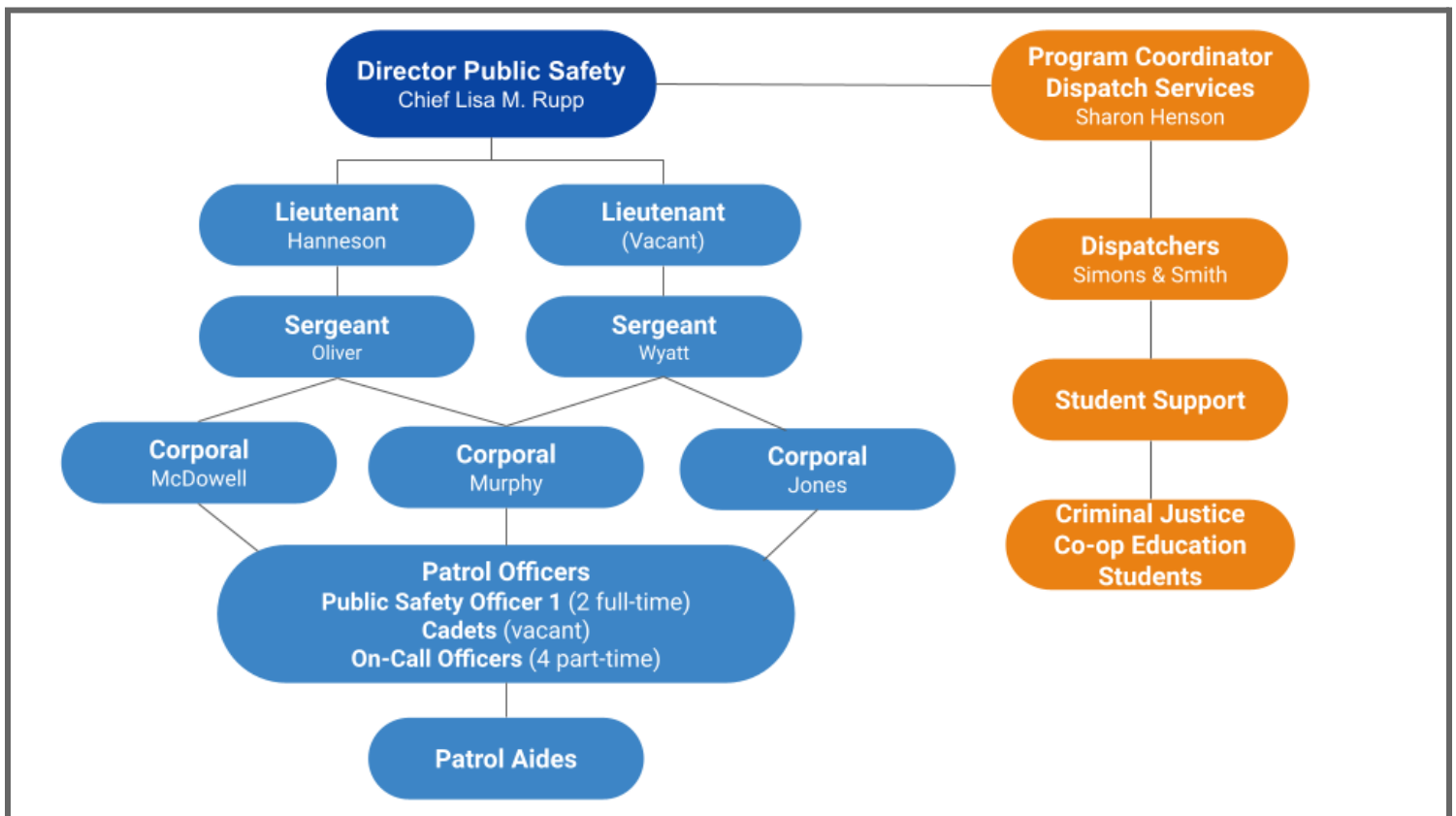
Recommendation: Add information about field training officers on the website.

In the last recession the college saw a large increase in student enrollment and increased FTE across all employee groups except for the Public Safety Department. Because of a rise in enrollment and the opening of the newly built Mary Spilde Center in downtown Eugene, the demands on the Public Safety Department grew even without added FTE. Since then, Officers working overnight shifts are also conducting weekday checks of KLCC in the early morning hour, which adds to the Department responsibilities.

Departmental Organization Structure, Staff and Credentials

Below is a departmental organizational chart. The Department is led by Chief Lisa Rupp and when fully staffed includes 25 employees. Currently, staffing includes Chief Rupp, 15 Officers, one (1) full-time and one (1) part-time administrative staff member. Note that the Department currently has nine (9) full-time Officers and four (4) part-time Officers.

Organizational chart created by Rachael Smith, Design and Media Center.



Section 2: Professional Development Activities

This section discusses the extensive professional development activities required in order to become a Public Safety Officer or other employee in the department. All candidates must have earned a high school diploma and have relevant experience (e.g. law enforcement, EMT) for employment.

Public Safety Officers have participated in several training events over the past year. Three such trainings were conducted by local equity and inclusion training specialist Carla Gary. The courses were “The Meaning of Whiteness-Established Privilege,” “The Economics of Housing and Racism: Access and Opportunity Denied,” and “The History of Policing and African America”. Other training included Crisis Intervention Team Training and Mental Health First Aid.

Academy and Field Training Program for New Employees

In order to become an Officer in the Public Safety Department, candidates must complete the extensive, rigorous and high quality Academy and Field Training Program.

This process starts with candidates applying for a part-time position as a Public Safety Officer. These positions are open to Cadets and others with experience in security or law enforcement as well as those with an Emergency Medical Technician (EMT) background.

First responders are good candidates because they can easily be trained in law enforcement and cross training provides added value for the Department and the Officer.

After successfully moving through the application process, qualified candidates are selected for an interview and must pass a physical examination. The interview committee discusses qualifications, red flags and notifies qualifying candidates. The next phase includes a drug test and an extensive background check.

Background checks are completed by Public Safety staff trained by the State of Oregon and include comprehensive personal and professional reference checks, criminal history and more. The next step includes a psychological examination with a certified examiner and includes tests in areas such as mental, emotional, personality, anger, attitude, command presence and self confidence. Candidates to pass this exam move on to a 6-7 week Academy.

College and university public safety and police departments are held to [high standards of compliance with Federal laws](#) including [Title IX](#), the [Clery Act](#) and [FERPA](#). These personnel face unique challenges not faced by municipal law enforcement agencies, which call for approaches outside of conventional policing, particularly those grounded in building relationships and community. This is especially true for community colleges because they serve such a wide range of students and members of the public. This context explains the need for extensive training and professional development.

The Academy includes coursework to help them in a college setting and learn about topics such as, search and seizure, civil liability, constitution. This culminates in a comprehensive test. Successful candidates then move on to 200 hours of field training working with field training Officers who are certified. If candidates pass these steps, they become an Officer.

Training requires significant investment and commitment on behalf of the Public Safety Department and the candidates. If candidates meet all requirements except the physical exam, they can try again to pass the physical. Candidates must commit 6-7 weeks of their time. Public Safety Department Officers, certified by the State of Oregon, train on topics such as first aid, CPR, cuffing, domestic violence, traffic enforcement, etc. Officers have the opportunity to participate in professional development activities on these topics in order to become certified trainers.

Professional development training for Public Safety personnel is also provided by folks from other departments of the College on topics such as FERPA (Family Educational Rights and Privacy Act), civil liability, discrimination, de-escalation, and more.

Cadets (Learn and Earn student workers) go through the same level of training but they cannot work by themselves. After 6 months, if successful, they become qualified to be an on-call Officer and regular employee.

CPR and First Aid Professional Development

In addition to the Academy and Field Training Program, all Public Safety Department Officers are required to be certified/licensed by the Oregon Department of Public Safety Standards and Training. DPSST certifies/licenses police officers, corrections officers, parole and probation officers, regulatory specialists, telecommunicators (9-1-1), emergency medical dispatchers, criminal justice instructors, private security providers, private investigators, fire service professionals, and polygraph examiners.

All Public Safety Officers undertake additional professional development training, courses and/or certification programs to better protect and educate the community.

Some, for example, have taken CPR and First Aid professional development courses and are certified to teach courses in the subject. Other specialized training is undertaken on topics such as workplace violence, active shooter, self defence, sexual assault prevention and response, dating and domestic violence, basic safety, veterans mental health and first aid, dispatcher training, including crisis intervention.

The Department actively supports employee professional development and career advancement. The extensive training and professional development provides employees with the opportunity to secure positions and future careers in other organizations such as the Eugene Police Department, Lane County Sheriff, Linn County Sheriff, local cities' police departments, etc. This is one of many strengths of the Department. It also takes a large commitment on the part of the employee to complete the Academy and Field Training Program, which can be a challenge for some.

Community College and University Public Safety Context

The Portland State University Reimagine Campus Safety Committee reflects the community college and university Public Safety context.

Chief Rupp is a member of the [Portland State University Reimagine Campus Safety Committee](#), which was convened in response to the racially motivated murders and violence seen in the nation during 2020-2021. Part of the PSU work included analysis of 2011-2019 Clery data. The data highlight some of the differences between the context and environments in which police officers and campus Public Safety Officers work, and the types of crimes that must be reported.

The Portland State study analyzed burglaries, drugs, weapons, alcohol, and violence against women (theft is not part of Clery data). Police are more likely to arrest or allow students to go through the College's judicial process. Experienced Public Safety Officers on a campus understand how colleges work and the processes used for disciplinary actions for students. The department's main goal is to educate students and the public to help them succeed rather than applying a punitive mindset from a police department perspective. Clery data is restrictive, some data not reported. No field interviews, no positive interactions, no thefts, suspicious activities or people reported.

This unique context speaks to the need for highly specialized personnel and training, qualifications and continued professional development for Public Safety Officers. It also reflects the commitment of personnel who work in this profession.

Professional Development Challenges and Opportunities

Ongoing Training Required

Because of the unique context, it is challenging for the Department to recruit qualified individuals without supplying them with extensive training. It also is hard for trained Officers to get additional training because much law enforcement training is not available to private security professionals.

The Department often uses a train-the-trainer model for disseminating training, partly because it is cost efficient and effective. It's particularly effective in this Department because of scheduling challenges. This is the model that will be used for current training that is required.

Currently, there are three (3) types of training that are necessary (bike safety, crisis intervention, and field training). The proposed model for increasing training is to certify a handful of people who would then be able to train other Officers, when applicable.

Training all Officers in bike safety would continue to efficiently deploy resources by maintaining the current number of vehicles and decrease the risk of physical injury. Professional development in crisis intervention (de-escalation, eliminating racial biases and microaggressions, etc.) would give Officers the necessary skills to have appropriate and safe conversations with students in crisis and other students, employees and visitors. Additional professional development in crisis intervention and field training would ensure public and Officer safety in field settings. It would also provide the opportunity to update the field training manual.

The Department has a new opportunity to have all Department Officers trained as Emergency Medical Responders in fall 2022 or winter 2023. The Officers will be certified in Emergency Medical Response. New Officers will be required to participate in the training and become certified. This training is a step between first aid, CPR, AED and Emergency Medical Technician training. This will be taught by a P-T certified paramedic instructor. This training is offered for a small fee.

Adequate training and professional development are essential needs. Without adequate training of personnel, the liability and risk to persons, property and the College increases. Adequate training would increase safety and limit risk and liability to the College.

The Department [Professional Development Plan](#) outlines the training required.

The Department's Chief and personnel proactively increase professional networks and partnerships in order to develop innovative ways to obtain training. For example, the Department is working with the University of Oregon Police Department to get professional development and training for Officers.

The Department's Chief and staff have created a vision to leverage the high level of trained employees and ongoing professional development required. The vision is to become a formal regional training center. The training center would provide exceptional training for internal and external participants, potentially generate increased enrollment numbers, and develop a revenue stream. This would harness the strong reputation and word-of-mouth references already enjoyed by the department. One of the main audience groups would be other community colleges' public safety personnel.

Aspirational Goal: Develop the Department into a formal training site to offer fee-based training for other community colleges.

Recommendation: Secure funding for required training to maintain a safe and secure campus and prevent lawsuits, as outlined in the [Professional Development Plan](#).

Retention of Highly Trained Personnel

It is challenging to retain highly trained and experienced individuals for two reasons. First, because the majority of the positions offered are part-time (15 of 23) and many need full-time employment. Second, trained and experienced individuals often look for and find employment at sworn law enforcement agencies as armed police officers.

Another factor related to employee retention is related to the age limit to become a sworn police officer (21 years of age). Often, younger cadets receive extensive training and once they meet the age limit, they seek employment elsewhere as a police officer. Although this is a challenge for retention, it is also a **potential opportunity to develop the Cadet Academy training into fee-based and credit bearing classes in the future**. This is a chance to develop a positive revenue stream in the future.

Another **potential opportunity exists to recruit highly seasoned but semi-retired individuals who are willing and able to work part-time**. This is an opportunity to consider in the future.

Recommendation: Determine feasibility of expanding recruitment efforts to include semi-retired individuals and others who are able to work part-time.

Recommendation: Secure sufficient funding to hire two (2) full-time positions.

Section 3: Description of Locations and Facilities

The Department's physical location is on the main campus, building 12. The first floor houses patrol bicycles and vehicles; the second floor is used by personnel. View the [Public Safety Department physical location.pdf](#) for details such as square footage and building layout. The move into this temporary location was precipitated by rotting wood in the trailers used by the Department. A permanent physical location with adequate vehicle space and storage is required to accommodate safe egress, accessibility to the public, ease of access, secure, open and friendly to the public.

In the proposed location, Building 15, radios signals are blocked; the traffic corridor is a narrow one lane including pedestrian use and can become blocked; the structure is not seismically sound; does not allow sufficient space for patrol vehicles; and the site is inaccessible per ADA. The Department is the headquarters for all emergency operations. In the event of an emergency the ability to provide services from this location would be significantly compromised. Operating from this location would dramatically increase the risks to the safety of persons, property, and the institution as a whole.

Recommendation: Secure appropriate and permanent physical location for the Department.

Section 4: Departmental Financial Report

The [Public Safety Department financial report](#) lists the budget.

The training budget is approximately \$500 for the entire Department for the year, which is insufficient considering the high risk, impact and importance of public safety for the College. As discussed above, the Department created a [Professional Development Plan](#), which outlines the training required.

The current budget does not include funds to maintain vehicles. Proper maintenance would increase the life of the vehicles as well as decrease the funds required to fix vehicles that are not properly maintained. Therefore, it is fiscally prudent to increase the budget for vehicle maintenance to \$4,000.

Additional staff support is necessary to perform 911 calls (dispatch), handling emergency situations and responses. The person in this position supports other Lane staff members.

Recommendations: Secure appropriate professional development funding.

Recommendation: Secure funding (\$4,000) for vehicle maintenance.

Recommendation: Secure funding for 1.0 FTE (full-time equivalent) for staff support.

Section 5: Partnerships

Cadet Program

Public Safety has partnered with the Lane Community College **Criminal Justice degree program to offer The Cadet Program**. This is a paid cooperative education program, which provides exceptional students with the opportunity to obtain extensive training and experience. Students in Lane's [Criminal Justice Program](#) are recommended by faculty for this opportunity. Once recommended, students go through an interview, background investigation, drug testing, and physical. Qualifying students join the Public Safety staff as Cadets then undergo up to nine weeks of state certified training and testing that is exactly the same training as a new Public Safety Officer. This program allows students to become licensed through the State of Oregon, and receive training that will be useful in their career. Students in the Criminal Justice degree program also have opportunities to engage with internships, service learning, or other traditional learning opportunities.

[Public Safety EMS](#) personnel respond to medical related calls in advance of and in support of local health care providers, responding fire and ambulance units, assessing and stabilizing persons as needed prior to their arrival. This partnership is mutually beneficial and nurtures a deeper connection between the departments, as well as with students. It also serves as a way to educate and train Public Safety Department personnel in ways that will help them develop their future careers.

Mental Health First Aid Class

A fruitful and collaborative partnership was developed between Lane's Counseling Department faculty and Public Service Department. Working together, personnel co-teach a mental health first aid class to employees for free (participants must pay for the book and comfort tools). All employees may attend the class. Because of the higher rates of mental health issues in Lane County and in Oregon, as compared to other states, this partnership is particularly beneficial and may prevent potential issues associated with lack of care if persons in need were not appropriately supported.

Professional Associations and Memberships

Officers are members of the Oregon Peace Officers Association, which allows members to receive discounted training opportunities.

Section 6: Departmental Certifications, Awards and Accreditation

The Public Safety Department received the Department of the Year Award from the Western Association of Campus Law Enforcement Administrators in 2017.

Oregon and National accreditation as an [Emergency Medical Technician-Basic \(EMT-B\) or Emergency Medical Responder \(EMR\)](#)

CPR and First Aid

The Oregon Department of Public Safety Standards and Training (DPSST) certifies/licenses police officers, corrections officers, parole and probation officers, regulatory specialists (OLCC), telecommunicators (9-1-1), emergency medical dispatchers, criminal justice instructors, private security providers, private investigators, fire service professionals, and polygraph examiners in the State of Oregon. All Public Safety Department Officers are required to be certified/licensed through the State of Oregon as unarmed security professionals.

Section 7: Substantive Changes Since Last Review

In 2019 the State of Oregon passed Senate Bill 576, commonly known as Kaylee's law. In 2021 passed Senate Bill 116. The law requires that campus public security Officers and equipment do not resemble sworn law enforcement officers. The Lane Public Safety Department lost access to the Law Enforcement Data System (LEDS). LEDS is a "database created for law enforcement records such as warrants, protection orders, stolen property, criminal histories, and other vital investigative files" ([State of Oregon Criminal Justice Information Services](#)). The database was previously used to help Officers recognize those individuals who may pose a risk to Officers, students and staff safety. Without access to the database Lane's Officers are put at higher risk.

Recommendation: Lobby for access to Law Enforcement Data System (LEDS).

Section 8: Environmental Scanning/Operating Environment

Identify key national, regional, local, college, departmental, economic, political, demographic and/or technological trends that have or are expected to have a significant impact on your program and students.

Public and Private Policing: Local issues regarding the boundary between public and private policing

The State of Oregon has passed a law that will require all private security providers including Lane Community College to register for and receive a license through the Oregon Department of Public Safety Standards and Training (DPSST). The DPSST agency is responsible for establishing and enforcing minimum standards and providing training for Public Safety Officers and staff, including law enforcement and fire fighting personnel within the state. It operates a central academy in Salem, Oregon and conducts or certifies field training programs throughout the state ([Wikipedia](#), 17 August 2021). **Public Safety Officers are disallowed from attending DPSST agency training. Also, training received by Public Safety personnel is not recognized by the DPSST.**

The Public Safety Department is proactively **responding to this challenge by pursuing accreditation, becoming an accredited training center and potentially sharing human**

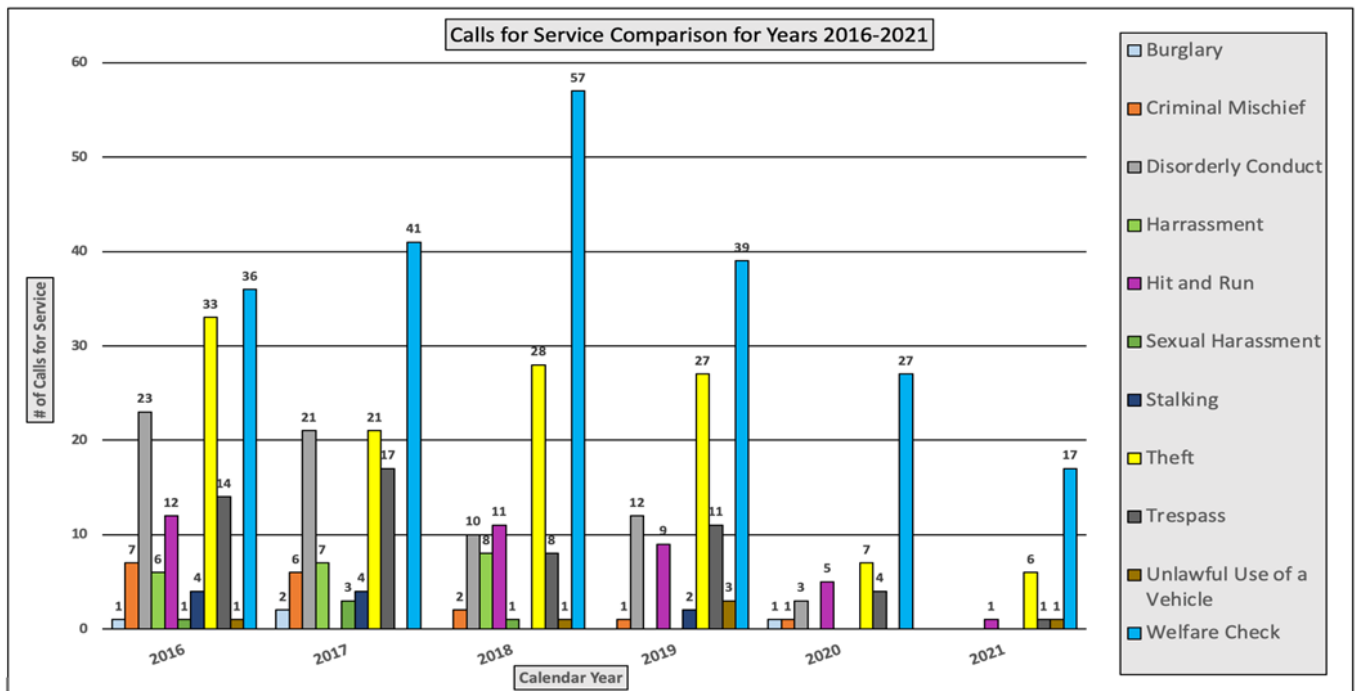
resources with other community colleges (e.g. PCC, CCC). Also, an Officer sits on the DPSST policy committee to stay informed.

Section 9: Key Performance Indicators

The key performance indicators used to assess the quality and effectiveness of the Department are related to its core purpose and the college mission. In the table below, the number and type of calls responded to by the Public Safety Department are shown.

From 2016-2021, Criminal Mischief and Disorderly Conduct, and Hit and Run cases went down while Theft cases remained the same until the pandemic. Although some calls for service have gone down, it is difficult to draw a causal relationship between the decline and the targeted patrols. However, it is likely that increased service was a factor in reducing crime. The number of welfare check-ins rose most likely due to the fact that students were not on campus. Declining enrollment and the pandemic are other factors that should be considered.

The Department has added more vehicle and foot patrols, more Officers to the Bike Team, additional community policing, increased the number of contacts, collaboration and relationship building as well as participated more in student outreach (e.g. orientation sessions, Welcome Week, etc.). These efforts and progress on previous goals (in the next section) are indicators that demonstrate the effectiveness of the Department.



The table above compares Calls for Service numbers over the period of 6 years for 11 call types. Criminal Mischief and Disorderly Conduct cases have declined since 2016. Theft cases steadily remained the same until the start of the pandemic in 2020. Hit and Run cases have also declined over the past 6 years. Even though the number of certain calls for service have gone down, it is hard to say definitively whether or not targeted patrols were they reason for the decline. Several factors should be taken into consideration such as declining enrollment and the pandemic.

Section 10: Program Reflection and Assessment

This section includes an institutional accreditation update, progress on previous Department goals, as well as a list of current goals and rationale.

Accreditation Update

According to the [Northwest Commission on Colleges and Universities' response](#) to Lane's year 6 accreditation report (page 6), and the assessment from this review, **professional development activities are underfunded by the College.**

Progress on Previous Goals

Below is a list of previous goals from the last [program review report](#) (pages 8-13) along with an update about each of the goals.

Goal 1: Increase all efforts to educate and inform the community on crime, prevention and safety.

This goal has been successfully accomplished in a number of ways, including meeting the community need for information available online. For instance, the Department has increased the number of foot patrols, changed patrol patterns, and developed alternating patrol teams. The Public Safety Department personnel have worked with Media Arts Department staff and students to create [several informational videos on crime prevention and safety awareness](#). One more video will be made and all videos will be posted on the Public Safety Department website. These efforts have increased safety, decreased vehicle thefts, and created a sense of community trust in the work Officers do.

Goal 2: Obtain resources to improve funding of operational areas (i.e. additional FTE, technology and training).

The goal has not been met because it relies on additional funding from the College.

Goal 3: Increase all efforts to decrease crime while addressing specific crime areas and enhancing the perception of safety on campus (i.e. additional community policing, varied directed patrol, etc.).

This goal has been attained. Information from the survey (conducted during the last program review) was used to change patrol patterns to focus on areas of need, increase the number of foot patrols, and employ two alternating shifts to watch over parking lots. The result has been an added sense of safety, decreased vehicle theft, and creation of a sense of community trust in the work that Officers perform.

Goal 4: Implement, design, develop and review practices and structures for continued professional development of the Department and its members.

This goal has not been met because it relies on the College to provide sufficient funding for professional development. With a team of about 20 personnel and a budget of \$500 per year for professional development, it is impossible to provide meaningful safety training. A comprehensive and prioritized [Professional Development Plan](#) was developed.

Goal 5: Actively support and lobby for a new space/headquarters.

A secure permanent physical location with adequate space and vehicle storage is required.

Goal 6: Develop additional tools for Public Safety, and new operations equipment.

Training equipment and supplies for the campus community are necessary to provide CPR, First Aid and Stop the Bleed training, as requested by the College. Goal accomplished. The Department received training equipment and supplies to provide CPR, First Aid and Stop the Bleed training.

Current Recommendations, Goals, and Aspirational Goals

The Department will continue to lobby for resources for a new position, technology, professional development, equipment and vehicle maintenance as well as appropriate physical space for the office and vehicles.

Goal 1: Secure professional development budget to offer necessary training to internal and external participants. See [Public Safety Department Program Review: Professional Development Plan](#) for detailed training plan.

Professional development funding will help maintain existing and get new certifications and continuing education (such as a budget to send Officers through the Emergency Medical Technician program at Lane since they are the first medical responder on campus).

Training certifications and training credits will limit liability and ensure properly trained Officers. Crisis Intervention Team training will ensure that all of our students get the adequate help they need in order to learn and feel safe while on campus. It also limits the need for outside law enforcement contacts and lowers the stigma surrounding said contacts. Having certified EMT's on staff will limit liability.

By purchasing training equipment outlined in goal #3 (with the exception of the taser training tools), trained Officers can instruct all departments in First Aid, CPR & AED and Stop the Bleed. This is beneficial to the entire College community.

Goal 2: Secure appropriate and permanent physical space. Securing a proper physical location is essential for the safety of Department personnel and the campus community.

Goal 3: Raise awareness about the Department's services provided. The campus community members may not fully understand the entire range of services provided by the Department. In order to increase awareness, some additional communication would be helpful.

Goal 4: Obtain proper equipment (tasers) and information (access to Law Enforcement Database System) to keep Officers, students and employees safe. Keeping folks safe is crucial to maintaining a safe campus community.

Goal 5: Secure sufficient funding to raise staffing levels. Fully staffing the Department will help ensure the campus community is secure and safe.

Goal 6: Purchase new security cameras ([Cameras Replacement Project](#)). Replacing aging equipment is necessary for safety and security. **This goal has been achieved.** The Board of Education approved funding in December 2022.

Goal #7: Determine feasibility of expanding recruitment efforts to include semi-retired individuals and others who are able to work part-time. Work with management and Human Resources to determine advantages and disadvantages as well as feasibility of this goal. If it is feasible, move forward with the goal.

Goal #8: Gather feedback from stakeholders outside the program (Lane employees and students; community members, if feasible and helpful).

Aspirational Goals

When the Department is fully staffed and it is possible to reach aspirational goals, consider these goals for the future. For example, obtaining accreditation would be beneficial to the Department and the College.

Aspirational Goal #1: If the Department is fully staffed, attain the International Association of Campus Law Enforcement Administrators Accreditation.

Being accredited through IACLEA will provide accountability and professional competency, adherence to best practices in operations and training, ensure stringent standards, and minimize risk and liability for following clear and established procedures and policies.

Aspirational Goal #2: If space is available and the Department is fully staffed, outline a plan to develop the Department into a local/regional training center.

Aspirational Goal #3: When fully staffed, consider developing the Cadet Academy into a fee-based and credit bearing class.

Section 11: SOAR Analysis

The Department used a SOAR (Strengths, Opportunities, Aspirations, Results) Analysis to determine the shared vision for the future of the department as well as create a list of goals. An in person meeting and a follow-up survey was used to gather the information, which was coalesced into the following table. **The results show that there is a desire to develop the Department into a local or regional training center, enhance professional development opportunities for personnel, secure an appropriate physical space, raise awareness about the Department's services provided, as well as obtain proper equipment and information to keep Officers safe.**

There is also a clear need to increase staffing levels to ensure the campus community maintains a safe and secure environment.

<p>Strengths: How does the department excel? What is done that others don't do?</p> <ul style="list-style-type: none">● First responders helping keep people safe 24 hours a day, 7 days a week, 365 days a year● Well trained cohesive and highly functioning team with good rapport, communication, trust, honesty, problem-solving● Enforcement of local and state laws and crime prevention with a focus on education-based community policing and procedural justice● Provide a wide range of internal and external training at no or low cost● An asset to external community partners (e.g. Springfield Police)● Flexible, adaptable team with a good reputation that is able to deal with a wide range of people	<p>Opportunities: What are the biggest challenges that the department faces and how can you overcome them? What strengths could be expanded?</p> <ul style="list-style-type: none">● Filling positions that require such a high level of training is difficult● Low staffing levels result in overworked employees and excess spending● Public perception of the Department solely as law enforcement rather than as offering a comprehensive suite of services● Lack of access to the Law Enforcement Database System increases the risk to Officers and staff● Proposed physical location is inadequate● Continue to evolve and learn from other agencies and departments to advance public safety on campus● Continue to offer internal and external training; build upon this to create a regional training center
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Aspirations: What goals do you, as a group, hope to achieve in the next 2-3 years? What do you genuinely care about?	Results: What actions are necessary to achieve those goals? How will you know when you've achieved the goals?
<ul style="list-style-type: none"> ● Increased staffing levels to maintain a safer campus, reduce overtime spending and offer employees work/life balance ● Continue to offer internal and external training; build upon this to create a regional training center ● Create an outreach and communication plan in order to increase visibility and awareness about the department, integrate into the College, communicate about the wide range of services provided, and become more visible and welcoming presence ● Take concrete steps to help protect Officers including acquisition of Tasers, increased professional development and training, lobby to regain access to Law Enforcement Database ● Find ways to effectively balance the high level of new employee training required with the ability to hire sufficient number of staff ● Secure permanent adequate and appropriate physical location ● Develop a succession plan 	<ul style="list-style-type: none"> ● Adequate staffing levels which support a safer campus, reduce overtime spending and offer employees work/life balance ● Widespread recognition of and participation in regional training center, which provides high quality training and a revenue stream ● Widespread knowledge about the department with subsequent trust of the community ● Well trained Officers who have sufficient equipment and information to protect themselves ● Secure a permanent adequate and appropriate physical location ● Developed and implemented a professional development training and succession plan

Section 12: Key Findings and Program Opportunities

Key findings and Departmental opportunities are listed below.

- The breadth and depth of the programs and services provided by the Public Safety Department is impressive. The campus community would benefit by knowing more about those offerings. The Department provides more than just security, for example, emergency services, welfare checks, free internal training (CPR, First aid), etc. The Department should continue to actively engage and educate the community about these offerings.
- Public Safety Officers are extremely well trained. This benefits the campus community and keeps it safe. The college should invest in professional development to maintain this high level of expertise, and meet compliance requirements. Because the Department has systematic, ongoing, and high quality professional development, there is an opportunity to train external stakeholders for a fee and bring in revenue.
- The Public Safety Department partners with Lane's Criminal Justice Program to offer students the Cadet Program. This paid cooperative education gives students the chance to receive training and experience.
- It's possible that internal training made available for employees and the public could be used to help generate FTE.

- The number of PSD employees has declined while the number of service calls has increased. This presents an increased risk to the campus safety and added overtime costs. Increased staffing is appropriate and needed commensurate with the number of incidents.
- The professional development and vehicle maintenance budget is entirely inadequate and presents added risk to the College. Increase professional development and vehicle maintenance funding.
- The increase in racially motivated murders and violence, school shootings, along with political instability call for increased education, internal collaboration, and community policing. While police are more likely to arrest students, Public Safety Officers help students navigate the College's judicial process, educate and help them succeed.
- It is challenging to retain highly qualified individuals because most positions are part-time and once trained, these individuals can find employment elsewhere. Therefore, increase recruitment and retention efforts. Secure sufficient funding to hire two (2) full-time positions.
- The proposed physical location is inadequate. There is insufficient radio operation, inadequate egress, lack of ADA access, insufficient vehicle space, and the building is not seismically sound. It is crucial to secure an appropriate, safe, and permanent location
- Kaylee's Law and Senate Bill 116 stripped Public Safety Officers of their access to the Law Enforcement Data System (LEDS) which provides information on individuals' prior records (e.g. warrants, criminal histories, etc.). This may endanger Officers. Lobby for access to LEDS.
- Pursue Departmental accreditation and become an accredited training center, if feasible.
- Gather feedback from external stakeholders at Lane; use the feedback to inform program directions.

Section 13: Conclusion

This robust self-study process provided an opportunity for Departmental personnel to envision and solidify a future plan based on the logical recommendations that flowed from the review process. The most important key findings are that in order to maintain a stable Department, appropriate staffing and training budgets are necessary. Once a stable Department has been achieved, significant and exciting innovative opportunities may be embraced such as pursuing departmental accreditation and additional FTE and revenue generating ideas.

As described in the document above, the resources needed to attain these goals are included as recommendations.

Increased staffing levels have the highest probability of strengthening the program followed by increased professional development budget. Together these steps would strengthen and expand the program.

Chief Lisa Rupp is the manager responsible for the next steps, which include creating and implementing an action plan. Once the action plan has been developed, it will be forwarded to the appropriate managing personnel for consideration.