



## Security Commission Report – September 7, 2016

### I. INTRODUCTION

In October 2015, President Seligman asked Holly Crawford, Senior Vice President for Administration & Finance and CFO, to convene a Commission, to begin in January 2016, to perform a five-year review of the 2011 Security Commission Report. The University adoption of recommendations in the 2011 report led to a number of changes, including a bifurcated department consisting of both sworn and non-sworn officers, the change of the department name to the Department of Public Safety (“DPS”), enhanced training and communication throughout the department and access to the criminal record database that assists the officers in investigations.

The 2016 Commission’s charge was to assess what has changed in the past five years locally and/or nationally with respect to public safety on university campuses and medical centers that might have an impact on staffing, training, equipment and/or response protocols. Specifically, the Commission was asked to address whether or not to arm the University’s sworn officers.

In carrying out its charge, the Commission has examined the current University campus and neighborhood environments; reviewed national and local trend data on crimes, gang related activity, data on practices and equipment at peer institutions; and considered a range of implications for ensuring the safety of University students, faculty, staff, patients, and visitors, as well as DPS personnel.

### II. MEMBERS AND ADVISORS

#### Members of the Security Commission:

- Holly Crawford, Senior Vice President for Administration and Finance and Chief Financial Officer (Chair)
- Paul J. Burgett, Vice President and Senior Advisor to the President
- Matthew Burns, Dean of Students
- Carole Farley-Toombs, Clinical Administrator for the Department of Psychiatry
- Richard Feldman, Dean of the College
- Michele Gibson, Sr. Assoc. Dean for Administration and Finance, Eastman School of Music
- Kathy Parrinello, Executive Vice President and Chief Operating Officer, University of Rochester Medical Center, Strong Memorial Hospital
- Peter G. Robinson, Medical Center Vice President and Chief Operating Officer

#### Advisors:

- Mark T. Fischer, Director of Public Safety
- Gerald Pickering, Deputy Director Public Safety
- Mark Cavanaugh, Director Environmental Health and Safety
- Richard Crummins, Senior Counsel

### **III. WORK OF THE COMMISSION**

The Commission met with local law enforcement chiefs, Strong Memorial Hospital Emergency Department Staff, Department of Public Safety officers, and undergraduate student leaders. Chief Mark Fischer presented significant changes that have occurred nationally, locally and at the University of Rochester since the 2011 Security Commission report. This included statistics from several agencies highlighting increased active shooter events, information on increasing levels of gang related activities, gun seizures and shootings in the Rochester area and weapons seized on our campuses (See Attachment 5). The Commission reviewed benchmarking information from peer institutions with academic medical centers, local institutions and academic medical center hospitals. DPS was asked to provide additional information to the Commission on when our peer institutions decided to arm their sworn officers and if there have been any negative issues (See Attachment 2). Richard Crummins, Senior Legal Counsel, presented legal issues for the Commission's consideration.

Holly Crawford and Mark Fischer made presentations to and held forums with undergraduate and graduate students; faculty, students and staff at the Eastman School of Music; and administrators, directors and department chairpersons in the Medical Center. They also met with the Faculty Senate Executive Committee and members of the 19<sup>th</sup> Ward Neighborhood Association.

A listing of the meetings and presentations is found in Attachment 1.

#### **1. Review of 2011 Security Commission Recommendations**

All of the 2011 Commission recommendations and all but one of the implementation steps have been effected. In addition, changes recommended in the 2011 report have been made in the DPS over the past five years including:

- Obtaining Peace Officer authority and renaming the Department to better reflect its work and mission: Governor Cuomo signed into NYS Criminal Procedure Law peace officer authority to the department on December 12, 2012. The department was renamed the Department of Public Safety.
- Formalizing working relationships with local police departments: Memoranda of Understanding, which document the authority and scope of the department were entered into between the DPS and the Rochester, Brighton, and Brockport Police Departments.
- Creating a cohort of sworn peace officers: Sixty-six sworn peace officers (including 16 command staff) have been certified by the NYS Division of Criminal Justice Services. Sworn peace officers have arrest authority on property owned and operated by the University. Seventy-seven of the DPS officers are non-sworn.
- Expanding the Department to better serve its community: The DPS has grown from 125 full-time staff members to 180 across all campuses.
- Maximizing training for best practices: A training department has been established within DPS that models best practices of other public safety and law enforcement agencies. Sworn officers receive an additional 670 hours of training to be certified by New York State as peace officers.
- Enhancing communications practice and technology infrastructure to provide better service.
- Providing defensive equipment: Batons and pepper gel have been to DPS officers.

## **2. Review of Modifications to Peace Officers Designation Bill**

Peter Robinson updated the Commission on changes being pursued by the University to the New York State Criminal Procedure Law that would legislatively expand the jurisdiction for the DPS. This would allow DPS to have the same powers and authority in Strong Memorial Hospital as other parts of the campus; expand jurisdiction to public streets and sidewalks intersecting, adjacent to and contiguous to University property; and provide Chief Michael Ciminelli of the Rochester Police Department and Chief Mark Henderson of the Brighton Police Department the ability, as needed, to expand DPS authority to deliver assistance anywhere throughout their jurisdiction. This discussion led to recommendation 1., in section IV, page 4, which is being pursued by the University's Office of Government Affairs.

## **3. Highlights from Meetings with Constituents (See Attachment 1)**

- The Commission met with Chief Ciminelli (Rochester PD) and Chief Henderson (Brighton PD) who noted that there has been increased recognition and respect from the surrounding police agencies for the department and in particular Chief Mark Fischer. They were supportive of the changes in legislation noted above and supported the arming of the sworn DPS officers, with an acknowledgement that proper training will be essential to the success of this effort.
- The Commission met with Dr. Michael Kamali, Chair, Emergency Medicine University of Rochester Medical Center and Ms. Melissa Derleth, Associate Director, Nursing Practice of the Emergency Department ("ED") at Strong Memorial Hospital. Dr. Kamali commented on the volatile environment of the emergency department, and noted that weapons come in and out of the ED every day. Both Dr. Kamali and Ms. Derleth expressed concern for patient and staff safety noting it is difficult to simultaneously care for patients and observe for safety. They expressed their support for arming DPS sworn officers.
- The Commission met with DPS Commanders, Lieutenants, Sergeants and Officers. The DPS personnel acknowledged that communication and training has improved significantly. However, they also provided examples of why they felt they did not have the proper tools to protect the University community and why they did not feel safe. The officers explained that arming sworn officers could be a deterrent to serious crimes. They stated that their interactions with students would not change and that de-escalation techniques would always be their first tool.
- From March to May, Holly Crawford and Mark Fischer met several times with faculty, students and staff at the Eastman School of Music; students on the River Campus and with senior leaders in the Medical Center. There were many questions and concerns raised in these meetings that were discussed with the full Commission and that helped formulate the following recommendations.
- Holly Crawford and Mark Fischer presented the preliminary recommendations of the Commission to the Board of Trustees via a teleconference on August 1. Additional data on weapons confiscated (See Attachment 5), benchmarking of body camera use (See Attachment 9), the use of deadly force on college campuses (See Attachment 7) and complaints of University of Rochester DPS racial and/or bias (See Attachment 8) was requested and has been provided. With respect to incidents of the use of deadly force on

college campuses, the data documents only one unjustified incident in the 22 incidents over four years on 4,140 campuses in the United States. In regards to complaints of DPS racial and/or bias there were no incidents in 2014, two in 2015 and three in 2016. Of the five incidents, after investigation four were found to be either unwarranted or mistaken perception.

## **RECOMMENDATIONS OF THE COMMISSION**

### **1. Modify New York State Peace Officers Designation Bill**

Based on the presentation made by Peter Robinson and with full support of Chief Ciminelli and Chief Henderson, the Commission recommended in January that the following changes to the existing statute be prepared by the University's Government Relations team in order for the proposal to be introduced in the New York State Assembly and Senate:

- Remove Section 84.(c) that limits the powers of Peace Officers working in Strong Memorial Hospital. This would allow all Peace Officer to have identical powers and authority across the University.
- Expand DPS jurisdiction to provide the authority to respond to any law enforcement call for services on properties owned, controlled or administered by the University of Rochester in Monroe County, as well as all public streets and sidewalks intersecting and immediately adjacent and contiguous to such properties or within 100 yards of University property.

In order to introduce this legislation during the Spring sessions of the New York State Assembly and Senate, the Commission discussed this one recommendation with President Seligman and received approval to move forward. In May 2016, legislation was introduced to the New York State Assembly by Assemblyman Harry Bronson and in the New York State Senate by Senator Joe Robach. The legislation did not move forward for a vote in either house. Government Relations is working with the bill sponsors to address some minor concerns raised with the wording of the bill and expect that the bill will be reintroduced in 2017.

### **2. Arm Sworn Peace Officers in the Medical Center and DPS Command Staff**

Based on the meetings with constituents and the information reviewed, the Commission requested the DPS to provide a recommendation that would address the immediate safety concerns of the Medical Center.

The Commission recommends a phased approach in arming a limited number of the University's sworn peace officers in the Medical Center on a 24 hour, seven day a week basis. This recommendation would provide adequate coverage in the Medical Center and in Strong Memorial Hospital ("SMH") and provide the necessary supervisory coverage to support a limited armed officer contingent. Under this Medical Center specific recommendation, 21% of the DPS professional staff would be armed during their shifts.

### Medical Center Specific Recommendation

Location	Armed Officers Per Shift	Total Required
SMH Emergency Department	2	10
SMH Foot Patrol	1	5
Medical Center Foot Patrol	1	5
Roving mobile (vehicle) patrol unit assigned to SMH, MC, exterior & parking lots (Sergeants to fill assignment)	1	5
Supervision Staff - Lieutenants	1 to 2	6
1st Line Supervisors – Sergeants/Captain	2 to 3	5
Armorers & Firearms Instructors	2 Day Shift	2
<b>Proposed Medical Center Deployment</b>		<b>38</b>

This implementation plan provides for the armed peace officers necessary to address the immediate safety concerns (see statistics on weapons seizures in Attachment 5) identified in SMH Emergency Department, SMH and the Medical Center. The proposed armed staff deployment will train and arm 20 sworn peace officers, nine sergeants, six lieutenants and one captain assigned to patrol over three shifts covering 24 hours. In accordance with best practice and established public safety practice and protocols, supervisory staff on the three shifts will be trained in order to properly supervise the armed officers. A sergeant will also be available to staff a fixed post if a peace officer is otherwise engaged with an arrest or an investigation for an extended period of time.

The mobile patrol unit will be staffed by a sergeant and would be responsible for patrolling the exterior of the Medical Center and adjacent parking lots, as well as providing back-up support for incidents inside the facility. These posts will be primarily responsible for the SMH and Medical Center.

The Commission sought wide input from members of the communities directly impacted by this proposal. The Commission recognizes the significance of this change in the University's current practice, but feels strongly that this recommendation provides the greatest possible safety and security not only for patients in the Emergency Department and the ED staff that explicitly requested it, but also for the patrol and command staffs of the DPS. Some of the key factors that were considered by the Commission include:

- Concerns about safety expressed by the Emergency Department management and medical staff, who described the volatile environment of the department, the increasing number of people with weapons in the department on a daily basis, and the challenges experienced of providing emergency medical care while fearing for their own personal safety and the safety of their patients at the same time.
- Concerns of the DPS officers, who expressed the need for additional tools, including weapons, both to better protect the University community and to increase the officers' safety in executing their responsibilities. Attachment 5 provides specific detail of the number of weapons, including guns, knives, Tasers, ammunition, and other weapons that unarmed DPS officers have had to confiscate in the last three years without the benefit of sufficient protection.

- Benchmarking results from peer and local institutions with academic medical centers (24 out of 30 have armed officers) and academic medical center hospitals (19 out of 23 hospitals have some type of armed officer). Rochester is the only sworn but unarmed campus of the 60 Association of American Universities institutions in the United States. (See Attachment 2.)
- Concerns expressed by students and faculty on the River Campus and Eastman School of Music about having armed officers.
- Concerns expressed by over 100 faculty through a petition against arming sworn officers on the River Campus.

The Commission further recommends that the four senior members of the command staff be armed so that they can provide immediate response, supervision and leadership to the armed sworn officers and if necessary participate in confronting an armed gunman or other major threat. The best trained and most experienced officers have the greatest chance of successfully ending an armed confrontation without harm to the other responding officers and bystanders.

The key consideration in making this recommendation was based on information provided by DPS Chief Mark Fischer, who retired as Staff Inspector in the NY State Police and Deputy Chief Gerald Pickering who retired as Chief of the Webster, NY Police Department. Chief Fischer, who came to the University in 2011, and Deputy Chief Pickering, who joined the DPS in 2014, are seasoned law enforcement professionals with over 50 years of experience between them. In addition to arming Chief Fischer and Deputy Chief Pickering, the Commission recommends two additional senior members of the command staff : Patrol Commander Epping (31 years of service with DPS) and Commander of Investigations Newell (33 year veteran of NYS police).

Chief Fischer and Deputy Chief Pickering underscored to the Commission that incidents involving firearms, although unthinkable on the University of Rochester campus, can and do occur at any place and at any time. The Chiefs reminded the Commission of the unfortunate increase in armed incidents across the country in recent years. These kinds of incidents are frequently over in minutes, so that response time is of the essence. The sooner an armed officer can confront an armed assailant, the sooner the event is over and the greater the likelihood that injuries will be prevented and lives will be saved. The DPS, like other public safety organizations, is a chain of command organization. The expectation is that the highest ranking member of the Department in the area will respond to any serious situation and immediately assume command. In a situation where weapons are involved, the command officer must place himself or herself on the front line. Although the Commission considered alternatives to arming the four command staff of the DPS, including requiring command staff to store their weapons at DPS headquarters, the Commission concluded that having those commanders on the scene as quickly as possible, not detouring to a car or an office to retrieve a weapon, will help ensure a successful outcome that may save lives.

<b>TOTAL RECOMMENDATION</b>	
Medical Center Deployment	38
Senior DPS Leadership	4
	42
Total DPS Staff	180
Percentage Armed	23%



In making these recommendations, the Commission recognizes that the safety and security of all members of the University of Rochester community is paramount. The Commission heard from many of the constituents they met with that comprehensive psychological evaluations along with weapons, nonviolent resolution tactics, and de-escalation training are essential components of any plan to arm DPS personnel. In addition, the highest possible level of weapon security protocols must be in place at all times. The Commission agrees and has outlined comprehensive training and security recommendations (See Recommendation 3 below and Attachment 6). From a security standpoint, the Commission recommends that weapons must be stored in a secured location with limited access. When worn by trained sworn peace officers, the Commission recommends that firearms must be secured in a Level Three security holster, which prevents any individual from placing a hand on the weapon. This holster has two separate mechanisms that must be deployed by a trained officer in order to release and withdraw the weapon. The Commission was provided examples of holsters and is confident of the security of this protocol to prevent an attempt to disarm an officer or an unintentional un-holstering of the weapon.

The armed sworn peace officer deployment model would be implemented over several months in a measured and deliberate fashion. Logistical considerations of this deployment plan include the need for:

- Additional background investigations of the DPS personnel who will be armed
- Psychological evaluations for all armed police personnel
- Procurement of weapons (90 to 120 days to procure)
- Training range time (variable, competing with other area law enforcement agencies)
- Range instructors
- Limited class sized for training (12 officers per session)

The full implementation of this plan will take up to one year.

### **Non-Medical Center Campuses**

The Commission recognizes the importance of the open and safe environment that is a tradition of the academic campus. Therefore, the Commission recommends that sectors and posts within the River Campus and Eastman Campus areas continue to be staffed with uniformed DPS officers who do not carry firearms. Routine calls for service on the River Campus and at Eastman will be continue to be handled by sworn and non-sworn DPS officers armed only with batons and pepper gel. These types of calls, such as fire alarms, door openings, larcenies, vehicle starts and unlocks, account for the vast majority of DPS responses in those areas.

The arming of Peace Officers in the Medical Center will allow for an armed response on non-medical center campuses, with supervisory approval, should an emergency situation occur.

## **3. Commit to Extensive Additional Training (See Attachment 6)**

### **Firearms Training for Newly Armed Sworn Officers**

The Commission recognizes that taking the step of arming a portion of the DPS is a significant shift from standard operations at the University. As such, the Commission recommends that any DPS personnel who will be armed as a part of their routine duties must undergo a rigorous process of screening and training, not only in the use of firearms, but also in environmental and psychological factors, such as bias and diversity training, and training in de-escalation and resolution of situations without weapons deployment. The Commission cannot emphasize enough that the DPS must view the use of firearms as a last resort option.

In order to safely and successfully implement a limited arming scheme, the Commission recommends that DPS undertake the same rigorous evaluation and training efforts that municipal and state police organizations must follow, including standard firearms training which includes firearms safety, qualifying courses and Professional Range Instruction Simulator Training (“PRISim”). The training takes a minimum of 90 hours to complete. The Commission also recommends fire arms requalification training every 6 months.

#### **Increase Bias and Diversity Training for entire DPS**

The Commission also recommends additional training in Fair and Impartial Policing, De-escalation and Minimizing Use of Force and Racial Diversity. This combined training takes 28 hours to complete. The Commission also recommends refresher courses be required every 6 months.

#### **4. Accreditation**

The Commission recognizes that achieving accreditation is an important step in maintaining a professional law enforcement agency and recommends the DPS become accredited through the International Association of Campus Law Enforcement Administration (IACLEA). IACLEA accreditation constitutes international recognition that the DPS conforms to the highest professional standards for campus law enforcement and protective services. It is an objective external validation of the department’s commitment to adhering to the best practices in the field of campus law enforcement.

The department has started the process of preparing for accreditation by identifying an Accreditation Manager and by starting a review of their policies and procedures to ensure compliance with the more than 200 IACLEA standards. They must then substantiate compliance with the established policies and procedures and arrange for a pre-inspection by certified IACLEA members to ensure they are properly prepared for the final on site accreditation analysis and review by IACLEA. Once accredited, the DPS would undergo inspections every 2-3 years to ensure continued compliance and that policies and procedures are kept to the IACLEA standards.

The Commission recommends the DPS be prepared for the formal IACLEA inspection no later than fall 2018.

#### **5. Report Annually on Equipment Use and Perform a Review Within Five Years**

The Commission recommends the Senior Vice President for Administration and Finance & CFO be provided an annual report of the investigation and justification of all equipment use by DPS. This report would then be shared with the President.

The Commission recommends a formal review of the recommendations made within this report no later than five years to determine the status of the recommendation and if further changes should be made.

#### **Conclusion**

The primary concern of the Security Commission and the DPS is the safety of the University community, including its DPS officers. The benchmarking shown on Attachments 2 and 3 shows that a majority of our peer institutions with sworn peace officers are armed. The Medical Center Emergency Department has immediate concerns for safety which are addressed by these recommendations. The DPS leadership is the best trained and most experienced of the department and must be able to respond quickly, assume command and provide leadership in the event of a serious threat. In order to do this they too must be armed. The mitigating factor to concerns raised about gun safety is the commitment to additional and ongoing training.



**Attachment 1**  
**Security Commission Timeline**

1/6/16	Kick Off Meeting of Security Commission
1/12/16	Crawford, Fischer – Faculty Senate Executive Committee
1/27/16	Meeting of Security Commission with Chief Ciminelli, Rochester Police Department and Chief Henderson, Brighton Police Department
2/10/16	Meeting of Security Commission with Dr. Michael Kamali and Ms. Melissa Derleth of the Emergency Department at SMH.
2/24/16	Meeting of Security Commission and presentation from Richard Crummins, Senior Legal Counsel.
2/25/16	Fischer, Gibson with Eastman Leadership Council
3/14/16	Fischer, Gibson with Eastman Leadership Council
3/16/16	Meeting of Security Commission and Members of DPS Mike Epping, Patrol Commander Lieutenant Nate Dolce, Afternoon Shift Supervisor Sergeant Tom Andreano, Overnight Shift, Union Chairperson Sergeant Edson Sawyers, Overnight Shift, Union Vice Chairperson Peace Officer Emily Massaro, works the overnight shift Peace officer Daniel Borque, works the day shift Assistant Director Jim Newell, Investigations
3/23/16	Crawford, Fischer, Parrinello & Farley-Toombs with Medical Center Leadership
3/30/16	Meeting of Security Commission and Student Leaders: Girtten, Alec – SA Associate Justice Li, George – Exec Vice-Chair Interfraternity Council Moody, Delvin – SA Senator Muralidharan, Nirupama – AS&E Purington, Ella - RC-MERT Reynolds, Garret - ESM Soderstrom, Ulrik – AS&E Talbot, Susan – AS&E Winslow, Andrew - ESM Yu, Audrey - ESM
4/5/16	Crawford, Fischer, Pickering – Faculty Senate Executive Committee
4/12/16	Crawford, Gibson, Fisher – Eastman School of Music all Staff Meeting

4/13/16	Meeting of Security Commission
4/13/16	Burns, Crawford, Cavanaugh, Fischer, Pickering – River Campus Student Meeting – 48 students invited.
4/19/16	Crawford, Feldman, Fischer, Pickering – Open Forum Meeting with River Campus students.
4/26/16	Crawford, Fischer, Pickering, Gibson – Meeting with Eastman School of Music Faculty and Staff - All faculty and staff invited.
4/27/16	Meeting of Security Commission – with President Seligman
5/2/16	Crawford, Fischer, Pickering, Gibson – Meeting with Eastman School of Music Students – Graduate and undergraduate students invited.
5/15/16	Crawford, Fischer, Pickering - Meeting with graduate students
6/15/16	Crawford, Fischer, Parrinello – Meeting with Medical Center Senior Executive Leadership
6/21/16	Meeting of the Security Commission – Review of Recommendations
6/27/16	Meeting of the Security Commission – Review of Recommendations
7/15/16	Crawford, Fischer, Pickering, Burns, Feldman – Meeting with Vito Martino, Student Association President to review preliminary recommendations
7/20/16	Crawford, Fischer, Feldman, Seligman - Meeting with Vito Martino, Student Association President
8/1/16	Crawford, Fischer, Seligman – Teleconference with Board of Trustees to review preliminary recommendations

## Attachment 2 Benchmarking Peer and Local Institutions

The Commission received benchmarking statistics from peer institutions with academic medical centers as well as local institutions. Most institutions with sworn officers are armed.

Institution	Sworn	Non-Sworn	Armed
Case Western Reserve	Yes	Yes	Yes
University of Pennsylvania	Yes	No	Yes
Boston University	Yes	Yes	Yes
Duke	Yes	Yes	Yes
Columbia	No	Yes	No
Johns Hopkins	Yes	Yes	Phasing in arming
University of Southern California	Yes	Yes	Yes
Northwestern	Yes	Yes	Yes
Vanderbilt University	Yes	Yes	Yes
Emory University	Yes	Yes	Yes
Stanford	Yes	Yes	Yes
Washington- St. Louis	Yes	Yes	Yes
University of Chicago	Yes	Yes	Yes
Brandeis	Yes		Yes
Carnegie Mellon	Yes		Yes
Cornell	Yes		Yes
Dartmouth	No		No
George Washington	Yes		No
Georgetown	Yes		No
Harvard	Yes		Yes
Ithaca	Yes		Yes
MIT	Yes		Yes
MCC	Yes		Yes
Nazareth	No		No
RIT	No		Yes/Special Circumstance
St John Fisher College	No		No
SUNY Brockport	Yes		Yes
SUNY Buffalo State	Yes		Yes
SUNY Geneseo	Yes		Yes
SUNY University of Buffalo	Yes		Yes


AAU Survey Commission 2016  
 2011 Commission Survey  
 Local

### Attachment 3 2016 Benchmarking Academic Medical Center Hospitals

Institution	Sworn	Non-Sworn	Armed
The Ohio State University - Wexner Medical Center	OSU yes M/C no	Yes	MC Security Officers pepper gel - University Police armed
Beaumont -Royal Oak and Ambulatory Medical Center	Yes	Yes	21 Members of Command Staff armed
Emory University Hospital Midtown	Yes	Yes	Yes
Vidant Medical Center	Yes	Yes	Armed Supplemented by Public Safety Officers - also Taser® & Baton
Eskenazi Health	Yes	No	All officer armed
UC San Diego	No	Yes	Taser® only
Duke	Yes	Yes	Armed
Houston Methodist Hospital	No	Yes	Staff is supplemented by 3 off duty armed Houston PD officers. Handgun, Taser® and baton
Froedtert Hospital	No	Yes	Staffed with one armed county sheriff deputy 24/7
Univ of Mississippi Medical Center	Yes	No	65 armed certified officers - staff their two facilities
Greenville Health System	Yes	Yes	Sworn staff armed - Contract security staff is not
Emory University Hospital	Yes	No	Yes - Side arms and batons
Yale - New Haven Hospital	No	Yes	130 Armed Officers - Not part of Yale University
UK Healthcare Hospitals	Yes	Yes	Two on site Lieutenants (part of University) are armed
Tampa General Hospital	No	Yes	Armed officers carry Taser® Also contracts for 24/7 police coverage
Penn Presbyterian Medical Center	Yes	Yes	Armed Univ of Pennsylvania Officers
Temple University Hospital	No	Yes	One "off duty" armed officer in ED and Access to Temple University Police
Dartmouth Hitchcock	No	Yes	Pepper Gel only
Lehigh Valley Health Network	No	Yes	Unarmed
University Hospital NJ	Yes	Yes	Armed campus police from Rutgers University and unarmed security
University of Texas Medical Branch	Yes	No	Armed - division of the University Police
Penn State Hershey Medical Center	No	Yes	Unarmed
Stony Brook	Yes	Yes	Unarmed in hospital except assistant chief - Armed response from University Police

### Attachment 4

#### Department of Public Safety Law Enforcement Experience

Nationally, campus law enforcement education and training experience often exceeds that of their public sector law enforcement counterparts. Research estimates that less than 1% of all local law enforcement agencies require a 4-year degree. Of the 62 peace officers employed by DPS, 75% hold degrees from an institute of higher education and 40% have been previously armed or have received advanced weapons training in a law enforcement or military police capacity.

Command Staff	University Service	Law Enforcement or Military Service
Chief Mark Fischer	4	28 1/2 years NY State Police
Deputy Chief Gerald Pickering	1	30 years Webster Police 6 years Ontario Sheriff's Department
Commander Michael Epping	31	
Commander James Newell	2	33 1/2 years NY State Police
Commander Dana Perrin	31	
Commander Edward Schiedel	36	
Captain Cynthia Coates	25	6 years U.S. Army Military Police
Captain Kenneth Grass	42	
Lieutenant Michael Brock	3	21 years Monroe County Sheriff's Department
Lieutenant Nate Dolce	6	8 years U.S. Army Tank Platoon Commander
Lieutenant Robert Good	8	25 1/2 years Monroe County Sheriff's Department
Lieutenant Joseph Hayflinger	8	
Investigator Roger Keirsbilck	19	
Lieutenant David Kuczynski	16	6 years U.S. Army Military Police
Investigator William List	8	2 years Raleigh, NC Police Department
Lieutenant Steve Milne	20	
Lieutenant Larry Quinn	30	4 years U.S. Air Force Law Enforcement
Lieutenant Matthew Ras	20	4 years U.S. Air Force Military Police
Lieutenant Joseph Reed	30	
Lieutenant Jeremy Reunion	12	
Lieutenant Philip Salamone	12	
Lieutenant Daniel Schermerhorn	20	
Lieutenant Keri Stein	15	
Lieutenant Clayton Stieve	10	
Investigator Lori Strem	1	30 years Rochester Police Department
Lieutenant Amie Willard	28	
Investigator James Willman	8	26 years Secret Service

Average years of UR Experience

17

48% of Command Staff were previously armed in a law enforcement or military police capacity.

**Attachment 5**  
**University of Rochester**  
**Confiscated Weapons by DPS**

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016 (as of 8/1/16)</b>
<b>Medical Center</b>	<b>MC</b>	<b>MC</b>	<b>MC</b>	<b>MC</b>
Knives *	223	223	245	116
Guns	8	6	9	3
Other **	29	39	55	16
Tasers	1	1	2	0

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016 (as of 8/1/16)</b>
<b>Non-Med. Center</b>	<b>Non-MC</b>	<b>Non-MC</b>	<b>Non-MC</b>	<b>Non-MC</b>
Knives *	11	6	20	9
Guns	3	1	0	1
Other **	11	10	2	2
Tasers	1	1	0	0

\* Includes box cutters

\*\* Other includes: Bullets, firearm magazines, tomahawk, swords, throwing stars, cans of pepper gel, hammers, screwdrivers, machete, bolt cutters, bows/arrows, pliers and wire cutters.



### Attachment 5 Examples of Weapons Confiscated by DPS



## **Attachment 6 Training Detail**

### **Firearms Training for Newly Armed Sworn Officers**

- Firearms safety which includes weapon maintenance, fundamentals, positions, malfunction drills and retention.
- Qualifying courses consist of timed courses that challenge the officer from the 3-25 yard line, timed Close Quarter Battle qualifying courses, “live” weapon malfunction drills, shooting on the move, shooting moving targets, advanced shooting drills, low-light qualifying course of fire, disorientation drills and a timed confidence course of fire which combines physical endurance/stamina and engaging a target at multiple distances.
- PRISim Training is reality based training that uses tactical courses. The training attempts to simulate real life stressors and responses in a training environment. It combines the use of un-tethered real firearms, online interactive scenario control, video with playback, automated performance alerting and assessment and trainee history.

Upon conclusion of each training scenario, the instructors can recreate any stage in the scenario to review with the trainee what actions were taken during the scenario and evaluate the trainee on weapon handling and deployment, progression of force, justification by the officer, and de-escalation techniques.

The training takes a minimum of 90 hours to complete.

### **Bias and Diversity Training for entire DPS**

- Fair and Impartial Policing  
The training covers the differences in biases, explicit and implicit, along with stereotypes. Officers will realize that they, along with the citizens they interact with, have inherent biases. It provides officers with tools to assist them in recognizing and changing their negative biases. It stresses that each and every time officers interact with community members it should be done with fairness, respect and dignity. The training takes a minimum of 12 hours to complete.
- Integrated Approach to De-Escalation and Minimizing Use of Force  
The training provides officers with the skills necessary to keep themselves safe as well as the persons with whom they are interacting. It covers critical points: 1) how “slowing the situation down” and getting a supervisor to the scene can reduce the chances of violence, 2) how Crisis Intervention Teams (CITs) and other partnerships with mental health officials can result in more effective handling of situations, 3) how to identify repeat consumers of police resources and help them to avoid crisis situations, 4) provides for dealing with veterans in crisis, 5) avoiding overreliance on weapons, as opposed to hands-on tactics and verbal skills, 6) training officers in “tactical disengagement”, 7) the importance of training for officers in these encounters, and practicing strategies to de-escalate volatile situations, 8) use-of-force continuums and other tools for discussion use-of-force of-force options. The training takes a minimum of eight hours to complete.
- Racial Diversity Training for Campus Police & Public Safety Officers  
The training covers the following topics: 1) the racial diversity challenge on college campuses/the changes faces of America, 2) mass media and perpetuation of negative stereotypes in our society, 3) the seven-step “RECOVER” method of communication, 4) reducing complaints and building trust; and 5) effective communications and customer service in higher education. The training day which is a minimum of eight hours concludes with a session that involves role-play scenarios and communications exercises.

## Attachment 7 Use of Deadly Force on College Campuses

Date	Institution	Person Involved	Justified/Not Justified	Weapon	Result
11/06/11	Elizabeth City State College (SC)	Alumni	Justified	AK-47	Non Fatal
11/15/11	UC Berkely Haas Business School (CA)	Alumni	Justified - Suicide by officer	gun	Fatal
03/07/12	Univ of Pitt Psych Clinic (PA)	Non Affiliated	Justified	gun	Fatal
04/17/12	USC - Armed Robbery Suspect CA)	Non Affiliated	Justified	gun	Non Fatal
07/23/12	Univ of Connecticut (CN)	Alumni	Suicide - flash bang/bean bags	gun	Killed self
10/06/12	Univ South Alabama (AL)	student	Justified - self defense		Fatal
02/07/13	Florida Atlantic (FL)	Non Affiliated	Justified	knife	Non Fatal
12/06/13	Univ Incarnate Wood (TX)	student	Justified - combative		Fatal
02/24/14	San Jose State (CA)	Non Affiliated	Justified - taser/gun	knife	Fatal
03/19/14	Univ of Colorado Med Campus (CO)	Non Affiliated	Justified - suicidal		Fatal
03/31/14	Columbus State University (GA)	Non Affiliated	Seen loading gun - fired on police	gun	Fatal
11/20/14	Florida State (FL)	Alumni	Justified	gun	Fatal
11/21/14	Centenary College (LA)	Non Affiliated	Justified	gun	Fatal
01/22/15	El Camino College (CA)	former student	Justified - attempted suicide by officer	gun	Non Fatal
04/15/15	Univ of Missouri (MO)	Non Affiliated	Justified	gun	Fatal
05/21/15	San Jose State (CA)	Non Affiliated	Justified - taser/gun	saw	Fatal
06/05/15	Univ of Maryland (MD)	Non Affiliated	Justified	knife	Non Fatal
07/15/15	Univ of Cincinnati (OH)	Non Affiliated	Not Justified - Off campus		Fatal
11/04/15	Univ of California - Merced (CA)	student	Justified - manifesto	knife	Fatal
11/09/15	Spartenburg Methodist (NC)	Non Affiliated	Car break in - tried to run over police	vehicle	Fatal
12/13/15	Univ of North Texas (TX)	student	Justified - maybe suicide by officer	axe	Fatal
12/26/15	Sam Houston State (TX)	Non Affiliated	Justified		Non Fatal

All information from Campus Safety Magazine

The data documents one unjustified incident in the 22 incidents over four years on 4,140 institutions across the United States.

The decision on the justification of the use of deadly force involves two components. The first component includes a criminal investigation that would be done by the local police department. The results of that investigation would be turned over to the District Attorney's office for presentation to the Grand Jury. If the Grand jury finds the force was justified, the case ends there. If they find it was unjustified they would indict the officer and the case would go to a criminal trial.

The second component would be an internal administrative investigation conducted by the department to determine if the officer followed the rules, regulations and procedures established by the department. The results of the internal review, with a recommendation from the Chief of the department, would then be shared with senior leadership for the final determination.

## **Attachment 8**

### **Complaints of University of Rochester DPS Racial and/or Bias**

#### **2014**

No Racial / Bias Complaints

#### **2015**

**01/26/15:** DPS internal investigation was initiated subsequent to a parent's complaint that a Public Safety Officer was racially insensitive during an interaction with students in the Douglass Leadership House on 1/24/15. The internal investigation showed that as an officer was walking through Douglass Leadership House with the graduate head resident they heard repetitious banging type noise coming from a room similar to the sound a cap gun makes when fired. The officer initiated contact with the occupants, approximately 8 students, to inquire what the noise was, the students responded the noise was banging on the door and they did not have a cap gun. The interaction ended and it only lasted between 20-30 seconds. The son of the complaining parent stated he didn't believe the comments were racial in nature but believed the officer was a bit insensitive and didn't understand how others would perceive his comments. He also advised that others in the room felt the officer's comments were racially loaded. The graduate head resident said the students in the room were extremely rude to the officer, but the officer had remained professional. He said the officer's comments were in no way derogatory or demeaning and the interaction was absolutely not racial in nature. Attempts to meet with the one student failed and she submitted her version of occurrence by e-mail. Investigative results determined the allegation of the officer being racially insensitive to students was unsubstantiated and without merit.

**12/16/15:** DPS received a complaint from a student who stated that when met by a Public Safety Officer was confronted with, "Haven't I spoke with you before?". The student stated he was in his girlfriend's room watching a movie and the officers were there for a smoking complaint. He noted his girlfriend opened her door so officers could look in and that is when the officer spoke to him. He thought this was offensive and demeaning and he was targeted as he was black. The officer was of the mistaken belief he had been to that room prior. The officer was counseled and directed to send a written explanation to the student apologizing for his mistake.

#### **2016**

**01/22/16:** Public Safety Officers patrolling at DKE house observed a student who was very intoxicated. Based upon DPS observations and a MERT evaluation the student was transported to Emergency Department under Mental Hygiene arrest. While in the ED, the president of DKE, and the House Manager, reported to Public Safety after speaking with the student that Public Safety Officers had called him numerous racial names. On 1/23/16 Chief Fischer and Investigator Newell met with the student, the President of DKE, and the house manager and the student recanted his initial allegation. The student signed a one page deposition swearing that no officer made any racially insensitive comments to him or in his presence.

**3/8/16:** DPS received a complaint from a Rochester Police Department Officer, who was exercising on our campus in an off-duty status. The Officer had been walking on the campus and thought he was being followed/profiled by our Public Safety Officers. The RPD Officer confronted a DPS Sergeant who was in his patrol car parked on Fraternity Road about being

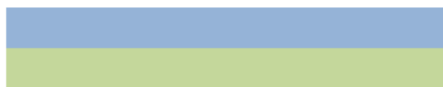


profiled by multiple members of Public Safety. The RPD Officer stated that as he was walking around the campus multiple Public safety cars drove by him. The RPD Officer did not wait for an explanation and refused speak with a supervisor, he left the campus. Our internal investigations showed that our officers were looking for four (4) males who had burglarized Spurrier Gymnasium and then fled as Public Safety responded to that call. No officer had stopped the RPD Officer or spoke with him as they continued to look for the individuals who had broken into Spurrier. Chief Fischer met with the RPD Officer and his Lieutenant and discussed what our officers were doing driving around the campus and all were satisfied that the incident was not racially motivated. The RPD Officer agreed that in the future he would have allowed our officers a chance to explain what actions they were taking.

**5/2/16:** DPS received a complaint from a third year Ph.D. student at the Warner School. He was leading a group of African American high school students on a tour of the campus when near the Susan B. Anthony residence hall he was followed into the building by two Public Safety Officers. These officers also left the building at roughly the same time his group completed their tour and began to board a bus. He did not have any interaction with the officers, but felt that they were observing his group, at least in part, due to their race. Our internal investigation showed that the officers were responding to a call for a medical emergency in SBH. When interviewed, they clearly stated that were not following the group and did not have any idea that the perception existed. These officers, along with Chief Fischer, met with the student and had a very good, productive meeting. It made our officers more aware of perceptions, and the student was satisfied that the incident was not racially motivated. He stated that in the future he would approach the officers and speak with them if he had any concerns, and our officers agreed that initiating a dialogue is an important first step to create a welcoming environment.

## Attachment 9 Benchmarking of Institutions with Body Cameras

Institution	Sworn	Armed	Body Cam
Case Western Reserve	Yes	Yes	No
University of Pennsylvania	Yes	Yes	No
Boston University	Yes	Yes	No
Duke	Yes	Yes	Yes
Columbia	No	No	No
Johns Hopkins	Yes	Arming program in process	No
University of Southern California	Yes	Yes	No
Northwestern	Yes	Yes	No
Vanderbilt University	Yes	Yes	No
Emory University	Yes	Yes	Yes
Stanford	Yes	Yes	Yes
Washington- St. Louis	Yes	Yes	No
University of Chicago	Yes	Yes	Yes
MCC	Yes	Yes	No
Nazareth	No	No	No
RIT	No	Yes/Special Circumstance	No
St John Fisher College	No	No	No
SUNY Brockport	Yes	Yes	No
SUNY Buffalo State	Yes	Yes	No
SUNY Geneseo	Yes	Yes	No
SUNY University of Buffalo	Yes	Yes	No



AAU Survey Commission 2016  
 Local