

PUBLIC SAFETY

2022 YEAR-END REPORT



Bucknell
UNIVERSITY

Public Safety





Introduction	3
2022 Statistics	4
New Initiatives	5
Margolis Healy Report	6
Training	8
Technology and Environmental Improvements	8
Community Engagement	9



This end-of-year report provides a calendar year summary of departmental activities. Moving forward, we intend to release an end-of-year report to monitor the metrics of progress toward our initiatives for change.

Over the last year, the Department of Public Safety has begun to institute significant reform to meet the institutional expectation of a highly functional and engaged police agency. These efforts are ongoing and informed by members of the Bucknell community, the Margolis Healy Report and [*The Plan for Bucknell 2025*](#).



The success of the past year is a direct result of collaborations between Public Safety and many University entities and stakeholders. Several initiatives were featured in this University [news story](#). The Public Safety staff deserves credit for embracing relational policing as a core tenet of service. Colleagues across the University have partnered with us on initiatives to create positive educational and outreach experiences for students, staff and faculty.

The challenges of the past year have been opportunities for growth and reflection. Lasting cultural change is never easy or sudden. Time, communication, measures of accountability, effort and follow-through are key ingredients to successfully changing human behavior. As we move forward together, I am confident that we can continue on a path of sustained positive growth in service of the campus community.

With appreciation,

Anthony Morgan
Chief of Public Safety



The statistics in the chart below contain a snapshot of calls for service information and crimes reported to and investigated by Public Safety. Clery-reportable violations in which Public Safety was not involved that were reported by campus security authorities to include Title IX or residential advisers are not included.

TYPE	TOTAL
Calls for Service	10,332
Parking Complaints	446 (34 vehicles towed in fall 2022; 7,592 total citations)
Safe Escorts	417
Foot Patrol	1,367
Criminal Mischief	130
Burglary	1
Motor Vehicle Theft	1
Noise Complaints	65
Check Welfare	67
Alarms	2,107
Unlocks	1,495
Drug Violations	24
Found Property	101
Stalking	1
Sexual Assault	1 (reported to Public Safety out of 17 reported to Title IX and the Interpersonal Violence Prevention Advocacy Coordinator)
Harassment (assault)	8



1. We created two new positions, the Assistant Director of Community Engagement and Community Service Officer. This was based on feedback from students and staff who indicated that they do not believe an armed officer is needed to respond to every call. The new positions aim to improve trust, safety and relationship-building between Public Safety and the Bucknell community. We also created a tiered response model, minimizing the need for armed, uniformed officers to respond to non-criminal requests for service.
2. The BSAFE initiative, which focuses on safety-related training topics important to students, was proposed by Assistant Director Jamie Grobes. It is a collaborative effort between Grobes and the Public Safety Student Advisory Committee and gives students a voice in determining programming topics. Since its inception last fall, BSAFE has held the following events:
 - Narcan Training for students
 - CPR/First Aid for students and employees
 - Basic Vehicle Maintenance for students and employees
3. Bucknell was one of the first universities in the U.S. to partner with Guardian Score, a program that allows the public to rate their interactions with Public Safety officers. This initiative allows anyone who receives a card from a Public Safety officer to provide anonymous feedback on their interaction. Officers hand out the cards after every interaction that lasts longer than a minute. These community ratings provide us with internal data for each officer, allowing us to review our contacts with the public to ensure we are treating people with dignity and respect.
4. Based on community feedback, we updated our vehicle wraps. We are also testing out new uniforms and plan to convert to a new style in the summer of 2023.
5. We completely overhauled our field training program and have adopted a national model. All new officers go through field training, and we now only use certified field training instructors.
6. We started a Student Advisory Committee that includes representatives from Bucknell Student Government, athletics, Greek life and students from historically under-represented groups. This group works with Public Safety on topics of concern to students. Information concerning the work of the Student Advisory Committee appears in the Chief's Blog, which is published monthly during the academic year.
7. We have updated our [website](#) based on community feedback to include information on Public Safety staff members, frequently asked questions, educational programming and Clery Act information, among other new features.
8. We partnered with Lexipol, the largest law enforcement policy vendor in the nation, to create a new policy manual that ensures all policies meet current legal standards and will be compliant with the accreditation process. We are one of two universities in Pennsylvania that posts its policy manual online.
9. We implemented body cameras to enhance transparency and accountability.
10. We have overhauled, modernized and standardized our training platforms to ensure all employees meet yearly training requirements. We have placed a greater emphasis on ensuring we have certified internal instructors. We have added "Training Tuesdays" to our weekly schedule for Public Safety staff as well as campus community members. These set training times provide officers regular opportunities to engage in continuous professional development.
11. We quickly pivoted to a 21st-century model of policing that includes treating everyone with dignity and respect, providing the "why" behind our actions, and understanding that relationship-building and engaging the community is the responsibility of every Public Safety employee. This change in philosophy in adopting the tenets of 21st-century policing has not come without its challenges. Our enhanced focus on community policing has led to all employees engaging with the community, and becoming more approachable and visible on campus. It will take two to four years for this change to become part of the systemic culture of the organization.
12. We redesigned the work schedule to create two patrol platoons to provide for more efficient and effective supervision across the department, as well as to give every officer off every other weekend instead of every third weekend.



The Margolis Healy Report provided a roadmap with 63 recommendations to improve the relationship between Public Safety and the community we serve. We have implemented 42 of these recommendations and expect to implement the remaining 20 over the next two to four years.

The following Margolis Healy recommendations are now in place:

1. Engage in a campus-inclusive process to re-conceptualize “campus safety,” reaching consensus on the mission and vision of Public Safety.
2. Once Public Safety adopts a new mission and vision, post them throughout Public Safety headquarters as well as on the website. (Note: These appear within the policy manual posted on the website.)
3. Establish multiple methods for consistently communicating throughout the department, including periodic all-departmental meetings.
4. Develop a budget-planning document that states what the organization plans to accomplish during the next year.
5. Include detailed descriptions of line items described above in the budget.
6. Conduct a monthly assessment of the department’s budget.
7. Develop a robust and transparent budget audit process.
8. Provide budget training to Public Safety leaders.
9. Update and review all policies.
10. Develop departmental infrastructure to routinely review policies.
11. Design a training curriculum to build departmental familiarity of the content of policy.
12. Insert pertinent components and key language in the Use of Force policy and ensure the policy reflects the standards in [#8cantwait](#).
13. Conduct annual training of use of force applications and consider the use of training simulators.
14. Institute a vehicle and foot pursuit policy.
15. Develop a trauma-informed policing policy and ensure the policy addresses sensitive investigations, including sexual and gender-based harassment and biased-based incidents.
16. Augment the Internal Affairs policy and practice by dictating that investigators must attend a credentialed internal investigator course.
17. Enhance transparency with the development of a campus safety advisory or oversight committee or board.
18. Collaborate with campus partners serving multicultural communities in departmental recruiting efforts.
19. Update and review policy on selection.
20. Include students, faculty and staff in the selection process.
21. Consider eliminating the prerequisite for prior academy certification for new hires.
22. Develop a policy on promotions that includes a standardized process and involve community members in the promotional process.
23. Centralize the management of all training records.
24. Construct a robust field training program including adoption of a proven curriculum.
25. Select and certify field training officers. Seek opportunities to conduct joint exercises, training and programming for campus partners.



26. Develop opportunities for all patrol officers to directly interact and collaborate with campus partners.
27. Prioritize the establishment of stronger working relationships with campus offices that serve the multicultural, international and LGBTQI+ communities.
28. Engage key partners to assist the department in identifying approaches to improve intra-campus communication.
29. Develop opportunities for Public Safety staff, both sworn and civilian, to interact and collaborate with various campus offices such as Title IX, Residential Education and Athletics.
30. Consider reopening discussions regarding MOUs with local law enforcement.
31. Create a position to manage community engagement initiatives.
32. Train line officers and supervisors in crime prevention programming, community policing and cultural competency.
33. Include staff from all levels of Public Safety in crime prevention and community engagement programming.
34. Involve community members in discussing policing tactics and designing program-solving strategies.
35. Create a thorough cultural competency curriculum and require all members of Public Safety to complete it annually (at a minimum).
36. Revise the mental health policy and ensure all officers review and acknowledge understanding it.
37. Certify Public Safety officers and dispatchers in a recognized training such as Crisis Intervention Team and or Mental Health First Aid.
38. Consider creating at least one additional full-time dispatcher position to allow the dispatch supervisor the opportunity to perform supervisory responsibilities.
39. Discontinue the use of uncertified officers as dispatchers, except to provide short breaks to dispatchers. Alternatively, certify a cadre of officers as dispatchers and ensure adequate training on all communications center responsibilities and technical operations. If the University pursues this second alternative, it should consider incentive pay for officers who volunteer for this role.
40. Adopt a policy specifying minimum staffing levels for each shift.
41. Adopt a policy clarifying the authority, roles, responsibilities and length of service requirements of the Officer in Charge.
42. Commission an in-depth staffing analysis of Public Safety.



Thanks to the support of University administration, we are catching up to many modern campus police departments. We implemented body cameras this past year for patrol officers and community service officers, which has aided in transparency and accountability. There have been several occasions where students have come in and met with Assistant Director Grobes or myself to view body-camera footage. In all instances, it has helped clarify to them what actually happened during interactions with Public Safety officers. Making the time for students to view video as soon as possible has helped reduce unsubstantiated rumors.

Additionally, we have replaced a number of the security cameras across our campus. We are moving to “Wave” technology, which allows for better analytics and easier video review and downloading, and has reduced our per-camera license cost. We are replacing our radio system and the dispatch consoles. We have also completely modernized and standardized our evidence process and storage. We have digitized the citizen complaint process and bike registration process. These changes have removed many barriers for our community members, who no longer have come to the Public Safety office to fill out pages of paper forms.

Any culture change also requires environmental improvements within the workspace. We have updated our offices with new posters (more to come), created a more inviting entrance and made ergonomic improvements to work stations. All of these changes have been made to create a more professional work environment for a 21st-century police agency.

Training



Any municipal or campus police agency that has a great reputation within the community it serves almost always has a great training program. Great community policing is a by-product of a well-trained department. The Margolis Healy Report recommendation that we focus on training was spot on. We are putting in place a foundation of training so that it will become a basis of Public Safety culture; this process is expected to take two to four years. At a foundational level we utilize PoliceOne for online training. We can assign staff to complete training modules that range from 10 minutes to two hours. We have also engaged internal campus experts to provide ongoing training in topics related to diversity, equity and inclusion. That training is a permanent addition to our ongoing professional development. We also have sent staff to become trained instructors in active shooter response, self defense, de-escalation, workplace violence mitigation and situational awareness. We have provided several training sessions during the fall semester in these topics.

The information below highlights of some of the training Public Safety staff have engaged in as a department over the past year:

1. 2022 Legal Update
2. Search and Seizure 1,2,3
3. Victims Rights for Law Enforcement
4. Use of Force
5. Firearms Range Training
6. De-escalation Training
7. Crisis Intervention
8. Clery Act
9. DEI Training and Additional Cultural Competency training
10. FBI-Leeda Supervisory Course
11. Internal Affairs Investigations
12. Field Training Officer
13. Evidence Processing
14. Women in Command
15. CPR/First Aid
16. Stop the Bleed
17. Crime Scene Operations
18. Use of Force Instructor
19. WSM Advanced Leadership
20. Numerous Police One training videos



Building authentic relationships between all members of Public Safety and the community we serve has been a major focus of the past year. We have invested time, energy and effort into getting to know our community.

Effective policing occurs when there is trust and synergy between law enforcement and the community we serve. We know that not all campus incidents are reported. In time, the seeds we are planting today to enhance communication and dialogue will help make more members of our community feel comfortable enough to report incidents to us.

A few of the events of the past year highlight our commitment to meet members of the community where they are and get to know them during non-crisis moments. Highlighted below are some events from the past year:

- Canoe Battleship
- Pizza/Painting with the Police Pastries with the Police
- Take Back the Night event
- Walk a Mile in Their Shoes event
- Stopping by play rehearsals
- Playing chess with students
- Taking part in the Student Poetry Club
- Playing sports with students and employees, including tennis, basketball and softball
- Hosting an RA dinner where officers served food
- Participating in a dunk tank event

These selected events illustrate our intentional efforts to engage. They say a picture is worth a thousand words — please enjoy the photos on the following pages highlighting our engagement efforts.



