Security Master Plan
OMF Summary – July 2018

Overview: Security within cities is challenging due to the need to balance a safe and secure environment and the open atmosphere desired for community interaction with a municipal government. City employees, residents of Portland, vendors and contractors, and the visiting public have a reasonable expectation that the City's elected officials have deployed a coordinated security program for the safety of people, property, and City assets.

A sound security program is holistic in nature addressing organizational, operational, physical, and technological security elements providing mitigation measures to threats in a coordinated fashion. A good security master plan should protect elected officials, employees, residents, vendors, contractors, the visiting public, and City assets from loss, harassment, or harm due to abusive, criminal, or terrorist activities while still fostering a welcoming environment without regard to color, income, gender, orientation, or disability.

Over arching Findings

The City of Portland currently operates under a decentralized system, leading to inconsistencies in practice, higher costs, lack of organizational oversight, and little or no coordination between bureaus.

Existing challenges:

- No singular plan or coordination - security components can be found in Facilities, BTS, Police, HR, and other departments
- Funding - an assortment of sources and levels with little city wide (Council) oversight, control, or coordination
- Lack of consistency in:
  1. security lighting, signage, and room numbering (leads to concerns with how the public / emergency responders find their way safely from / to an emergency situation)
  2. access control, alarm systems, or video surveillance (some buildings have alarm systems, but each is through a separate contract and different rate/service level. A central alarm contract could save money and provide consistent level of service)
  3. doors, locks, access mechanisms (card locks)
- Lock & key control - no program in place to track what keys or access cards employees have
- Employee separation - no consistent policy for returning keys or shutting off access badges when employees end city employment
- No security design standards/ specifications for new buildings or renovation projects
- Lock-down procedures - no city wide procedure (or even means to execute one in most buildings)

Recommendations:

- Establish a full-time Security Stakeholder Steering Committee (SSSC) to establish security goals and priorities (note: this was established before final report completion)
- Establish Security Working Group to implement security initiatives from the SSSC
- Establish a Security Department to:
  1. provide briefings to elected officials
  2. provide coordination between bureaus
  3. develop a Security Operations Center
  4. develop in-house security personnel
- Create a Security Technology Section, to establish a City-wide network security platform (separate from City's business network)
- Develop uniform, city wide security polices, requirements, procedures, standards, and guidelines
- Update security lighting (interior and exterior)
- Standardize and update all signage, implementing consistent room numbers
- Ensure physical and electronic security design standards are part of City facility design and construction processes
- Implement lock & key tracking software
- Develop lock-down procedures for all city buildings

Facilities and Equipment Findings*
Many City facilities and equipment need physical upgrades/changes to be more safety oriented. Additionally, security personnel are inconsistently supplied and authorized.

*Note: Though some challenges relating to lack of coordination also share physical challenges, the coordination challenges and recommendations are not repeated below.

Physical challenges:

- Lack of use of Crime Prevention Through Environmental Design (CPTED), even though it is encouraged for Portland residents and businesses
- Access to buildings and workspaces not adequately controlled
- Lack of emergency power and where generators are in place, they are not protected from theft/ vandalism
- The city's electronic security system (access and video) is at end of its life-cycle
- Video surveillance systems not best standard quality, archived/ viewable only on-site (rather than secure, centralized location), no retention/ destruction policy, and no ability for first-responders to view in emergency situations
- Network for supporting security video and other security-related data needs to be separate from City business network
- Security personnel inconsistently equipped. (i.e. plain-clothed carry weapons while uniformed are unarmed)
- Security personnel lack appropriate legal authorities and personal protective equipment (unsafe for them and gives incorrect/ineffective signals to public and City employees)

Recommendations:

- Focus on Crime Prevention Through Environmental Design (CPTED)
- Implement CPTED physical security devices for exterior and internal area protection
- Transition current ID/Access control to dual-technology proximity/smart cards
- Pursue changes to aid in proper hand-screening of purses/bags, parcels, containers or backpacks or install metal detectors
- Install stronger protective measures for emergency generators (examples: upgrade door locks, install locking fuel-caps, enclose generators, etc.)
- Update (short-term) and fully replace (long-term) electronic access control system
- Develop a city wide video surveillance study to determine long-term needs (equipment & policy)
- Support BTS in development of separate City security network for IDs, video surveillance, security information management, etc.
- Provide security personnel with appropriate legal authority and essential personal protective equipment (examples: uniform, notepad and pen, flashlight, radio, baton or pepper spray, etc.)

Education and Awareness Findings
Due to lack of a security program, department or plan, education and awareness for both City personnel and the Portland community at large is incomplete

Information Challenges:

- Lack of security awareness or programs (i.e. no easy-to-find source on website, no employee training or overall guidelines, etc.)
- No use of field personnel to observe and report
- Wide variety of means for reporting security concerns - many are bureau-specific, not all are confidential, and few are easy to find

Recommendations:

- Create Security Program Guidelines, including an educational component for city employees and elected officials
- Register with "See Something, Say Something" security awareness program
- Establish a "Not on My Shift" security awareness program for personnel (not to engage in situations, but to observe and report)
- Establish singular, confidential, means for reporting potential issues (website preferred)