



COMMUNITY COLLEGE BUREAU – PLANNING FOR FALL OF 2021

RECOMMENDED CONTRACT STAFFING CHANGES



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EXECUTIVE SUMMARY

This report details the proposed level of staffing necessary to provide adequate security and safety coverage in the fall of 2021 to the nine Los Angeles Community College District (LACCD) campuses, satellite locations and other properties owned by the District. This plan involved an extensive and thoughtful evaluation of many factors that must be considered when arriving at a determination of what the Sheriff’s Department Community College Bureau (CCB) believes to be the appropriate level of staffing to secure the campuses that we have protected for the past two decades.

The proposed plan moves away from the past practice of using scarcely available “rovers” as a gap fill measure and alternative to having actual dedicated coverage that meets the minimum needs of each campus. Reliance on “rovers” gives the appearance of having more literal coverage at all campuses than what really existed. One deputy in a “rover” assignment, for example, cannot reasonably be expected to traverse a city of more than 500 square miles daily to make diving catches at nine campuses and two satellite campuses and other District-owned properties spread apart as far as Pierce College to Harbor College – a 40-mile one-way trip that takes well over an hour on AM or PM shifts.

Reallocating the current rover positions to specific campuses on the EM shift will significantly improve campus security and help deter crimes during the hours when they are occurring most often. Bolstering EM shift coverage was among the highest recommendations impacting all LACCD campuses according to the recent presentations and report from Hillard-Heinze.¹ The recommended staffing in this report also helps to address some of the most significant staffing shortages due to the lack of adequate relief coverage in the current deployment. This was also one of the top recommendations affecting all LACCD campuses according to the recent presentations and report from the Hillard-Heinze consultants.²

Likewise, once students and faculty return to the campuses, considering the number of hazards and threats affecting each campus and the policies that require supervisors to personally respond to designated incidents when they occur, attempting to cover the entire LACCD jurisdiction and oversee a new security operations center with just one field sergeant per shift and just one detective for the all of the LACCD would be inadequate. These critical shortages must be remedied September 1st in order to ensure sufficient coverage to properly supervise subordinates and protect staff and students daily during the academic year ahead.

During the past decade, studies have attempted to determine the most appropriate staffing model(s) for campus security and safety at community colleges and universities nationwide. In truth, the most widely cited studies have concluded that there is no one-size-fits-all formula or

¹ Refer to Hillard-Heintze study 2021 on behalf of LACCD (discussed in LACCD presentations and report during June/July 2021)

² Ibid.

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template to easily determine what the minimum, safest or “just-right” level of staffing looks like.³ Using the student enrollment approach is the most simplistic but least accurate approach to determining minimum coverage necessary to address the anticipated workloads on each shift while factoring time for community policing engagement as recommended by the Hillard-Heinze consultants.⁴ Such ratios of students-to-security personnel are really only useful as a “benchmarking” exercise⁵ to make anecdotal comparisons about seeming comparable campuses – without factoring the unique nuances of each. Population-to-officer ratio alone is not the recommended model for determining Department staffing according to the International Chiefs of Police Association and the International City/County Management Association Center for Public Safety Management.⁶

The District has not funded a centralized dispatch security operations center in years past so, given the lack of available centralized data to rely upon today, an important improvement this proposal seeks to remedy is a new pilot program during the final quarter of 2021; this report details addition of a security operations center (SOC), preferably located in the Corporate Center offices near the District EOC, where dispatching could be centralized. This post could also become a secondary monitoring point for District camera systems. Implementation of the SOC would allow the Sheriff’s Department to use CAD as it was intended (the way Sheriff’s Stations use) for assigning and tracking calls in real time. This will also allow CCB to properly analyze and report on workload data with more reliable CAD metrics enabled using the SOC, as highly recommended by the Hillard-Heinze consultants.⁷

The recommendations for staff discussed in this report are based upon a multitude of factors including campus size, number and types of buildings, square footage protected, crime rates and trends, proximity to known gang territories, historic level of past deployments, client surveys, and tenured leaders’ and staff expertise serving the LACCD for decades. These and other factors were considered along with aspects of the minimum-staffing model, the authorized-level method⁸, the workload-based approach (limited estimations), anticipated client expectations (including “Appendix A” to the current contract) and the needs of our population served.

The wild card factor in all of this is/was the impact of the pandemic. Covid-19 upended everyone’s lives and some of the most crucially important data is still yet to be determined about the true lasting impacts of the pandemic such as implications for the mentally ill. There is great concern about mounting evidence that mental illness will be a much more prevalent

³ Refer to URL: <https://cops.usdoj.gov/RIC/Publications/cops-p210-pub.pdf>

⁴ Ibid.

⁵ Refer to DOJ report at URL: <https://cops.usdoj.gov/RIC/Publications/cops-p210-pub.pdf> (Pp. 21-22)

⁶ Professor James McCabe, Ph.D. International City/County Management Association, report at: https://icma.org/sites/default/files/305747_Analysis%20of%20Police%20Department%20Staffing%20%20McCabe.pdf

⁷ Refer to Hillard-Heintze study 2021 on behalf of LACCD (discussed in LACCD presentations and report during June/July 2021)

⁸ Refer to International Assn of Campus Law Enforcement Administrators [FAQs for the media](#) | IACLEA

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factor in society for the years ahead due to Covid-19. There will expectedly be more people presenting in crises more often than we saw from the pre-pandemic population and we will likely see a worsening in the level of crises. According to one recent study from the Kaiser Family Foundation, “During the pandemic, about 4 in 10 adults in the U.S. have reported symptoms of anxiety or depressive disorder, a share that has been largely consistent, up from 1 in 10 adults who reported these symptoms in 2019.”⁹ This concern will have impacts on LACCD campuses starting this fall.

In the end, police decision-makers have to balance research, data, and current trends with experience and professional judgment.¹⁰ With that in mind, many hours were spent at each LACCD campus and satellite location, on the ground, seeing firsthand the challenges that our men and women are faced with daily while they work hard to ensure the safety of students and faculty at each campus. Their feedback and invaluable practical experience was relied upon heavily, along with the aforementioned factors, to put forth this report for a sound plan, practical implementation suggestions, and effective deployment of limited resources for campus safety and security this fall.

⁹ KFF article “The Implications of COVID-19 for Mental Health and Substance Use” at URL: <https://www.kff.org/coronavirus-covid-19/issue-brief/the-implications-of-covid-19-for-mental-health-and-substance-use/>

¹⁰ National Institute of Justice at URL: <https://www.ojp.gov/pdffiles1/nij/254326.pdf> (Page 6)

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The following are the summarized staffing changes proposed for College Bureau to better serve the LACCD; the effective date should be September 1, 2021:

- Add a centralized “24x7” Security Operations Center (SOC) enabling the ability to dispatch calls to all campuses and track status and outcome among other metrics using the LASD CAD.
 - (+2) security officers on EM shift
 - (+2) security officers on AM shift
 - (+2) security officers on PM shift
- Reinstate at least one Higher Education Assessment Team (HEAT) by addition of (+1) Bonus-I deputy to pair with a Department of Mental Health (DMH) School Threat Assessment & Response Team (START) program clinician.
 - LASD PSN 521 classification deputy ([Appendix A](#)) would ideally be contracted with the Mental Evaluation Team (MET) likely from the Risk Assessment & Management Program (RAMP) unit
 - Analyst support inclusive of the B1 deputy item – provided by the RAMP unit
 - This team will have more expertise, by far, than the prior version of HEAT.
- Add two sergeants for overlap coverage, added field coverage, collateral duties of detective bureau and emergency preparedness coordination, and oversight of the security operations center as the designated shift watch commanders on each half of the week.
- Mission College
 - Addition of (+1) security officer on EM shift
 - Addition of (+1) security officer on PM shift
- Valley College
 - Reallocate (1) former “rover” unit; assign to this campus on the EM shift
 - Addition of (+1) security officer on AM shift
 - Addition of (+1) security officer on PM shift
- Pierce College
 - Reallocate (1) former “rover” unit; assign to this campus on the EM shift
 - Addition of (+1) security officer on PM shift
- City College & Van de Kamp HS
 - Addition of (+1) deputy sheriff generalist on EM shift
 - Addition of (+1) security officer on AM shift
- East Los Angeles / South Gate
 - Reallocate (1) former “rover” unit; assign to this campus on the EM shift
 - Addition of (+2) security officers on AM shift (one for South Gate campus)
 - Addition of (+1) security officer on PM shift (for South Gate campus)
- Trade Tech
 - Reallocate (1) former “rover” unit; assign to this campus on the EM shift

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- (+1) security officer on AM shift
- (+1) security officer on “vacation relief” coverage (all shifts as needed)
- Southwest
 - Reallocate (1) former “rover” unit; assign to this campus on the EM shift
 - (+1) security officer on EM shift
- West Los Angeles
 - (+1) security officer on PM shift

Note: West LA College may need to consider adding a second SO for AM / PM shift overlap coverage if this campus will not be providing any cadets or SOA to cover the campus desk and monitor local alarms, blue phones and video camera system (TBD)

- Harbor
 - (+1) deputy sheriff generalist on AM shift
 - (+1) security officer on EM shift

COVERAGE ANALYSIS

Today, the Community College Bureau (CCB) operates with just 81% of the prior staff as compared to the pre-pandemic staffing level. Curtailments were agreed to for a limited time until students started to return to campuses. Overall, these additions for the fall of 2021 reflect nine percent fewer (-9%) staff serving the LACCD on all eleven main and satellite campuses, plus the South Gate construction project site, when compared to staffing prior to the curtailments.

When factoring the addition of six (+6) security officers to pilot a new security operations center (SOC), an improvement recommended by the new unit commander and highly emphasized by Hillard-Heinze consultants¹¹, the total complement outlined in this report for fall of 2021 is still six percent lower than the pre-pandemic staffing levels.

IMPLEMENTATION

The recommended changes outlined in this report are proposed for implementation effective September 1, 2021. During September, all staff would receive training regarding the new security operations center including computer-aided dispatch (CAD) training, as needed. Training will also be necessary for the new detective and any security officers who were not already assigned to CCB prior to the pandemic curtailments.

¹¹ Refer to Hillard-Heintze study 2021 on behalf of LACCD (discussed in LACCD presentations and report during June/July 2021)

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NEW COVERAGE FOR LACCD-BUILDS (SOUTH GATE)

Concurrent with this implementation plan, “LACCD-Builds” intends to fund four (+4) new security officer items dedicated to protecting the 18-acre construction site of the future South Gate Educational Center campus near Santa Fe Avenue and Firestone Boulevard.¹² The balance of shifts to protect the site around the clock, seven days per week, will be funded by LACCD-Builds using pre-established overtime rates. The cost of these new services will be added to the LACCD contract (“575” form); however, LACCD-Builds will fully offset those additional costs to the District when billings occur each month for that site by LASD CCB.

The LACCD-Builds contracted items are reflected below in green cells with the balance of remaining cells reflecting overtime billed to LACCD-Builds for the specified coverage:

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Overtime
EM Shift	8	8	8	8	8	8	8	16
EM Shift	8	8	8	8	8	8	8	16
AM Shift	8	8	8	8	8	8	8	16
AM Shift*	8						8	16
PM Shift	8	8	8	8	8	8	8	16
PM Shift	8	8	8	8	8	8	8	56
Daily Coverage Hrs	48	40	40	40	40	40	48	<-- 4x Staff + Overtime Hrs

* Only one AM shift security officer Monday-Fridays due to LACCD-Builds staff being on site with construction crews

¹² Refer to groundbreaking announcement at URL [https://www.elac.edu/Explore/News/2019/January/New-\\$65-Million-South-Gate-Educational-Center-Grou](https://www.elac.edu/Explore/News/2019/January/New-$65-Million-South-Gate-Educational-Center-Grou)

SWOT ANALYSIS

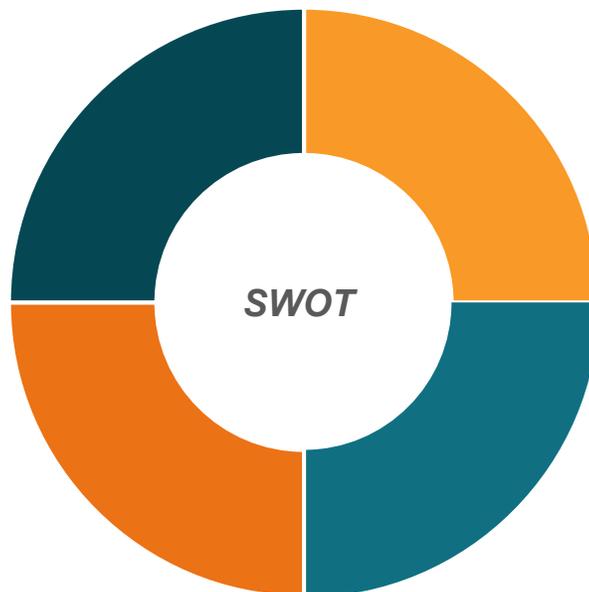
SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. “SWOT Analysis” is a useful technique for assessing these four aspects of any organization.¹³ This brief reflection on status of Community College Bureau’s contract with the LACCD serves to help us recognize and leverage our strengths to seize upon new opportunities while overcoming weaknesses and avoiding known threats. This SWOT analysis is a tool to help foster meaningful internal discussions to help us improve our services, especially when used in revitalizing community and problem-oriented policing efforts.¹⁴

STRENGTHS

- Professionalism of CCB
- Diversity of our workforce
- Highly trained staff
- Immediate availability of armed protection
- Familiarity with campuses
- Positive relations enjoyed among majority of faculty and administrators
- Commitment to service
- Availability of more SO’s

OPPORTUNITIES

- New recommendations to implement from Hillard-Heinze consultants
- Highly motivated administrations at LACCD and CCB for new SOC
- Decades of successful campus collaboration to build upon
- Discount rate for staff to attend college they serve?



WEAKNESSES

- Under-staffed some shifts
- Lack of relief capacity
- Uncertainty in future
- Instability in student enrollment (COVID-19)
- Decades without staffing any centralized dispatch
- Phase-I and II camera systems behind schedule and problems accessing

THREATS

- Homelessness impacts
- Volume/severity of mental illness crises rising
- Economic uncertainties
- Political influences
- Rising violent crime rates
- Local crime rates well above national averages
- Potential health risks to staff (COVID-19 variants)

- Strengths in the CCB well-trained professional workforce provides an excellent foundation for new campus community policing opportunities per consultant’s recommendations.
- Renewed commitment (on both sides) to establish a new centralized Security Operations Center to improve service level, accountability, and reporting to the LACCD
- Adequate staffing needed to help with relief factors, to offset threats from non-student homeless and gang members coming onto campuses, and to help prevent the rising violence and property crimes Citywide from negatively impacting LACCD campuses.

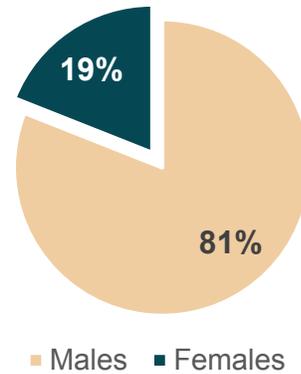
¹³ Mindtools.com at URL: https://www.mindtools.com/pages/article/newTMC_05.htm

¹⁴ EBPSociety at URL: <https://www.ebpsociety.org/blog/education/252-swot-analysis-police>

STAFF & STUDENT DEMOGRAPHICS

All CCB Staff Serving the LACCD (2021)

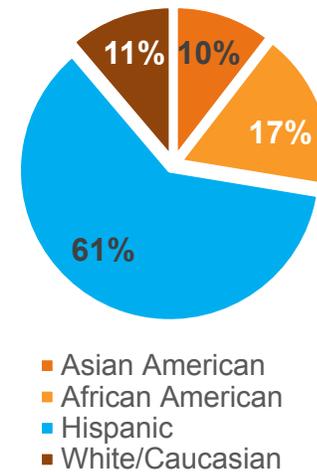
# Staff	Category	%
108	Males	81%
26	Females	19%
134		100%



43.4 ← Average age of Bureau employees

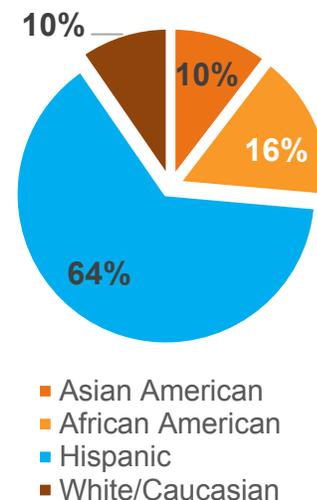
All CCB Staff Serving the LACCD (includes Admin)

# Staff	Category	%
14	Asian American	10%
23	African American	17%
82	Hispanic	61%
15	White/Caucasian	11%
134		100%



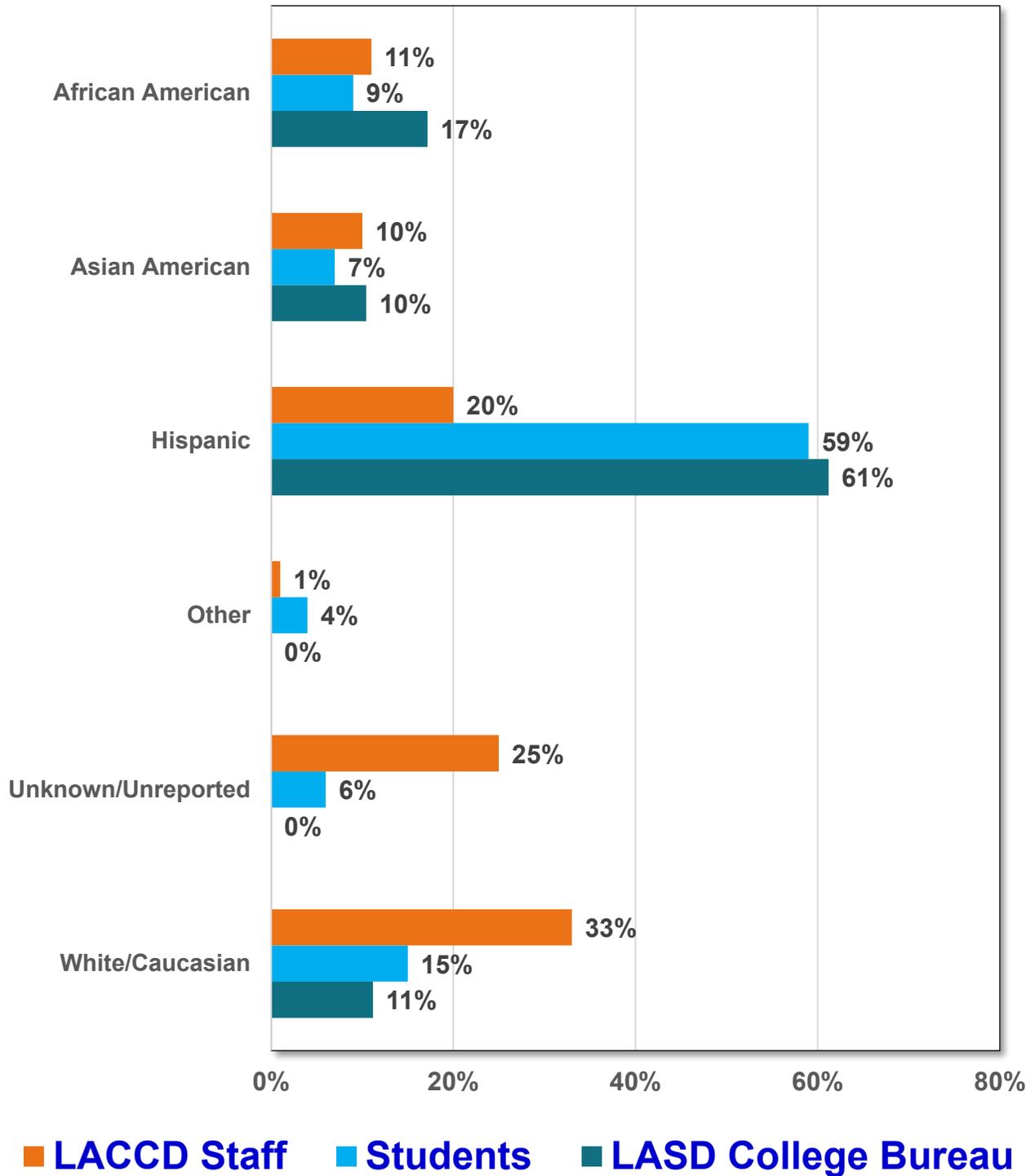
CCB Staff on Campuses with Students/Faculty Daily

# Staff	Category	%
13	Asian American	10%
20	African American	16%
80	Hispanic	64%
12	White/Caucasian	10%
125		100%



Campus Staff & Student Demographics Comparison

LACCD Data from “Fast Facts” Website: <https://www.laccd.edu/departments/epie/research/pages/fast-facts.aspx>



OVERVIEW

The Los Angeles Community College District (LACCD) has nine campuses and two satellite locations serving students in forty (40) cities and a region that encompasses 882 square miles.¹⁵ Based on the AY2019-20, LACCD had over 229,000 students enrolled prior to the pandemic. Of course, the pandemic was a major disruption to campus enrollment during the past year. Estimates for enrollment during fall of 2021 are approximately 25-50% of prior on-campus enrollment with the rest being classes offered online. However, with the state restrictions removed, many class capacity limits were lifted this summer; therefore, it remains unclear how many students will attend in-person versus online classes. Even so, both online and in-person attendees will visit the campuses for administrative matters, financial aid, accessing the libraries and the bookstores. Students will also attend in-person appointments with instructors during office hours.

Benchmark ratios of students to faculty in each class are much more revealing about quality of instruction at a college and perhaps instructor workload than comparing in-person student ratio to security and safety staff – this according to the Department of Justice in their report “Establishing Appropriate Staffing Levels for Campus Public Safety Departments.”¹⁶ Whether the campuses are open to 30%, 50%, 75% or even 100% of students for in-person classes, the fact remains that the over 948 acres at nine campuses and both satellite locations will be open and accessible to students and staff during the fall semester.

With all the new and expanded buildings added during the past decade of growth, over 10 million square feet of floor space on these campuses now requires security protection day and night regardless of how many people are occupying each room at every hour. Having up to 50% students and staff back on campuses regularly, ending checkpoints and removing temporary gate closures and fencing that was restricting campus access during the pandemic, will significantly add to the complexity and workload volume caused by *open access* to both students and non-students to resume their ability to access campuses daily this fall.

Complicating matters, some campuses are struggling to hire cadets that were regularly assisting with the workload at each campus – especially useful for staffing the campus offices and monitoring video cameras daily. In the absence of cadets, their prior workload will also be handled by Community College Bureau staff, which limits the time sought by faculty and students for security guards and deputies to engage with students much more often daily, as suggested in the findings of Hillard-Heintze consultants.¹⁷ That is a goal we seek to achieve,

¹⁵ LACCD “Fast Facts” at URL <https://www.laccd.edu/departments/epie/research/pages/fast-facts.aspx>

¹⁶ Refer to URL: [Establishing Appropriate Staffing Levels for Campus Public Safety Departments \(usdoj.gov\)](#) (Page 21-22)

¹⁷ Refer to Hillard-Heintze study 2021 on behalf of LACCD (discussed in LACCD presentations and report during June/July 2021)

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but *current* staffing is insufficient to meet all safety, security and community policing / relations expectations.

Community College Bureau (CCB) staffing was intentionally reduced to “below minimum recommended” level because campuses were to be temporarily closed and theoretically easier to keep secure with fewer staff during the COVID-19 outbreak. However, curtailments were made with the clear understanding that staffing would ramp back up when students and staff returned to campuses.

DETERMINING APPROPRIATE STAFFING

The Department of Justice reports published in 2011 and again refreshed in 2013, “Establishing Appropriate Staffing Levels for Campus Public Safety Departments,” offered what is believed to be the most comprehensive insights into what factors are useful to determine staffing needs for campus safety. Ultimately, the DOJ Community Oriented Policing Services (COPS) office concluded that there is no nationwide standard, template or mathematical formulas that can be 100% accurately applied to all campuses to convincingly conclude what the proper number, type (armed vs unarmed) and schedule should be for security personnel at campuses nationwide.

In fact, the DOJ’s conclusion was essentially, “Staffing levels vary considerably and do not appear to be determined by any single factor.”¹⁸ They further explain, “...there is little in the way of empirical research that would establish what the ideal number of staff would be, given certain institution variables.” The truth is, there are multiple different approaches to determining campus safety and security staffing needs; no one approach addresses every possible factor that must be considered.¹⁹

STUDENT POPULATION

There is far less meaningful correlation between security staff ratio to students and faculty on campus as that of faculty-to-student ratios, which are often touted as determinant factors of preferable learning environments among academic institutions.²⁰ What is more proper to consider about student body population is that a greater size student body generally requires more buildings, facilities and classroom square footage to provide instruction for those students and must fit more instructors (including supporting offices) to teach those students. So, the size of the student body on a given campus is really only relevant to these other *multiple* factors so the correlation is less specific about the students themselves.

Equally important are considerations about the student population characteristics, age, and gender profiles,²¹ size (acreage) of the campus,²² the layout and quantity of buildings occupied²³ (*where officers will need to respond to during calls*), the geographic and environmental challenges in the vicinity, presence, or absence of effective control measures such as gates and fences, remote controlled locking doors, camera systems with or without automatic triggers, and so forth. Surrounding vicinity crime rates and local impact of outside

¹⁸ URL: <https://cops.usdoj.gov/RIC/Publications/cops-p210-pub.pdf> (Page 7)

¹⁹ The International Association of Campus Law Enforcement Administrators (IACLEA) at URL: <https://www.iaclea.org/faqs-for-the-media#q16>

²⁰ URL: <https://cops.usdoj.gov/RIC/Publications/cops-p210-pub.pdf> (Page 7)

²¹ URL: <https://cops.usdoj.gov/RIC/Publications/cops-p210-pub.pdf> (Page 8)

²² URL: <https://cops.usdoj.gov/RIC/Publications/cops-p210-pub.pdf> (Page 10)

²³ Ibid.

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influences such as gangs and the influx of people experiencing homelessness are also critical factors.²⁴

Other significant considerations are the historic past staffing, level of community policing engagement sought after, successes and failures in suppressing past crimes on campus and whether past staff deployment model(s) met institutional expectations such as satisfaction surveys or other quantifiable metrics.

Finally, available funding to maximize public safety and security is often seen as *limiting* factor (65%²⁵) that may result in balancing the expectations of the college with the reality of what can be accomplished or afforded given available budget constraints; therefore, less than idyllic staffing is often managed for the best possible results given limited resources. Realistic expectations and the likelihood of negative outcomes occurring more frequently must be considered when budgetary constraints do not allow for minimum recommended campus protection services.

During the staffing reduction proposals, and the back-and-forth scenarios for planning that occurred between CCB and LACCD management in 2019, there was apparently one or more comparative surveys offered to show LACCD student to CCB staffing ratios versus comparable institutions in the region. The purpose of such benchmarking²⁶ is usually only intended for comparing best practices with other academic institutions or to show anecdotal evidence of parity, inferiority, or superiority. According to the DOJ Community Oriented Policing Services (COPS) office, “benchmarking” is only used by approximately 7% of campus public safety departments nationwide²⁷ because that method is overly simplistic and unsophisticated.

A more reliable yet far more complex method to assessing staffing needs is to assess past workload and apply analytics or algorithms to help predict future needs. Unfortunately, since CCB was never funded for a centralized dispatch mechanism, the way nearly all police agencies have, the LASD CAD program cannot dependably be utilized today in a meaningful way to predict workloads at each campus. This proposed staffing increase for fall 2021 seeks to remedy this by establishing a security operations center with full implementation of the LASD CAD for dispatching. This was not made an operational priority between 2001 and 2020, apparently.

INDIVIDUAL CAMPUS CONSIDERATIONS

The following sections of this report provide more clarity about the multiple factors being considered about staffing needs at each college based on an evaluation of a multitude of risk

²⁴ URL: <https://cops.usdoj.gov/RIC/Publications/cops-p210-pub.pdf> (Page 9)

²⁵ URL: <https://cops.usdoj.gov/RIC/Publications/cops-p210-pub.pdf> (Page 21)

²⁶ Ibid.

²⁷ Ibid.

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factors associated with re-opening the campuses to any occupancy level that causes CCB to resume full protection duties for all acreage and buildings on each campus.

In the end, the minimum staffing recommendations offered were the consensus of experienced and tenured personnel very familiar with police personnel management and years of serving the LACCD. This is ultimately “a matter of human judgment and community resources.”²⁸

BLUE RIBBON PANEL ON CAMPUS SAFETY & SECURITY

In 2015, the Los Angeles Community College District (LACCD) Board of Trustees commissioned a “Blue Ribbon Panel on Campus Safety and Emergency Preparedness” for the purpose of having a multi-disciplinary team of subject matter experts “review existing policies and procedures on safety and security” and make recommendations regarding the nine District colleges and satellite campuses.

At that time, Community College Bureau (CCB) was comprised of 153 personnel, of which, 105 were armed but non-sworn security officers (SO). The report indicates that the staffing level at CCB had remained “relatively stable since the inception of the contract with LACCD” since 2001.²⁹ Furthermore, the report makes clear that the workload had considerably increased between 2002 and 2015:

*The District has constructed new buildings totaling 1.3 million square feet, increasing the District’s square footage by 22%. In practical terms this means that patrol staffs are called upon to cover considerably more classrooms and meeting spaces in 2015 than in 2002. Similarly, during the same period, the student body increased from a headcount of 195,000 to the current number of nearly a quarter of a million students.*³⁰

At that time of comprehensive evaluation of LACCD safety and security needs, it was noted in the report that most students and staff on campuses felt safe on all nine campuses. Still, in their final report, dated December 16, 2015, and adopted by the Board of Trustees, the blue-ribbon panel recommended, “Increase the staffing level of the LASD Community College Bureau to provide coverage more comprehensively throughout the District.”

²⁸ URL: <https://cops.usdoj.gov/RIC/Publications/cops-p210-pub.pdf> (Page 23)

²⁹ Refer to URL: <https://studylib.net/SOC/12079942/blue-ribbon-panel-on-campus-safety-and-emergency-prepared...>

³⁰ Refer to Page 8 of the “Blue Ribbon Panel on Campus Safety and Emergency Preparedness” (URL previously cited)

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A check of pre-pandemic staffing in FY2019-20 revealed the Community College Bureau was then comprised of 174 staff, of which, 104 were armed non-sworn security officers (SO). Overall, between late 2016 and 2019, the CCB had added 21 staff (+13.7%).

As of 2021, the staffing has been significantly curtailed during the pandemic with a net total of 136 personnel at CCB – a 22% cut overall in personnel versus staffing in FY2019-20. Today's staffing equates to an 11% reduction vs. 2015 staffing, when the “Blue Ribbon Panel on Campus Safety and Emergency Preparedness” recommended more comprehensive staffing coverage at CCB. This understaffing emphasis does not yet even factor the new buildings and square footage added since 2015, even further compounding the workload since that last recommendation for more staffing was made nearly 6 years ago.

This intended 2020 *temporary* reduction in CCB personnel has cut security and safety personnel below minimum recommended staffing levels. This staffing level was stipulated to only temporarily until campuses began to re-open, which is now the case in fall of 2021.

During the pandemic, the CCB supervisors and staff performed exceptionally in their role protecting campuses during the pandemic with below-minimum staffing. This was largely accomplished due to state and county orders lasting just over a year which very significantly restricted free access to LACCD campuses. Most campuses established restrictive entry processes, checkpoints, locked gates, and a substantial amount of temporary fencing was erected at some sites, which all combined to make entering campuses more difficult and helped us function with cutbacks in staffing. This resulted in most unauthorized people being kept off campuses while such measures were in place.

With the coming of fall 2021 semester, the projected occupancy on campuses may vary between 25-50% of students expected back on campuses in late August. The majority of students at some campuses may still be enrolled in online classes; however, significant numbers of students are expected back on campuses and even the online students will come to campuses to access the libraries, laboratories, bookstores, sporting facilities, gymnasiums, free Wi-Fi offerings on campus and in parking structures, administrative and financial aid offices, meeting with instructors, and all sorts of other legitimate business that both in-person and online class students to the campuses to conduct their academic affairs.

MENTAL HEALTH CONCERNS for FALL 2021

With students returning to open campuses, there is genuine concern that a major mental health dilemma awaits many colleges. Even pre-Covid-19, there was already a growing concern about higher prevalence of mental health crises rising on campuses among college

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students nationwide^{31 32} now expectedly made worse due to impacts of the Covid-19 pandemic.³³ Experts are openly concerned and warning about negative impacts of Covid-19 lockdowns³⁴ still yet to be realized as we head into the fall 2021 semester.

We do not yet fully grasp the potential implications as “...students will face lasting impacts from a year without socialization, from a year of devastation, from so much unprocessed grief.”³⁵ What we do know is we must be prepared for more potential crises and conflict among returning students than we’ve seen in past years – at a time when 9 out of 10 college students are reporting negative mental health symptoms from the prior year pandemic.³⁶

So, although we may have fewer students on campus *in-person* during the fall of 2021, the students that do return to campuses are much more stressed out and anxious³⁷ which may expectedly result in more triggered conflicts among students and staff on eleven campuses. We must be prepared for this likelihood and ensure CCB safety and security team members practice de-escalation techniques as preventative measures. Relating well with students and staff and adapting to the changing needs of those we serve is part of the challenge of ever-evolving community policing. However, it’s vitally important to ensure we have sufficient staffing resources available to help keep order and ensure a peaceful collegiate atmosphere.

IMPACT of HOMELESS NON-STUDENTS

One of the top concerns³⁸ of returning students and staff this fall is an ever-increasing number of people experiencing homelessness Citywide. Seemingly countless individuals are destitute and homelessness is visibly increasing just outside campus perimeters. Increasingly, non-student homeless persons have been involved in criminal activities (particularly thefts, vandalism, and assaults) that are negatively impacting the campuses we protect. With students returning after more than a year in hiatus during the pandemic, we are about to potentially experience many more negative interactions between the homeless non-students and our staff/student body returning.

³¹ URL: https://healthymindsnetwork.org/wp-content/uploads/2019/08/HMS_national-18-19-R8-8-19.pdf

³² URL: <https://www.csc.edu/care/resources/statistics/index.csc>

³³ URL: <https://www.bestcolleges.com/research/college-mental-health-impacts-from-covid-19/>

³⁴ URL: <https://www.insidehighered.com/news/2020/09/11/students-great-need-mental-health-support-during-pandemic>

³⁵ URL: <https://www.forbes.com/sites/marvinkrislov/2021/05/26/im-worried-about-student-mental-health-post-pandemic-heres-how-we-can-help/?sh=5c00c91a75eb>

³⁶ URL: <https://www.bestcolleges.com/research/college-mental-health-impacts-from-covid-19/>

³⁷ URL: <https://www.washingtonpost.com/education/2021/06/10/dartmouth-mental-health-study/>

³⁸ Refer to Hillard-Heintze study 2021 on behalf of LACCD (discussed in LACCD presentations and report during June/July 2021)

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Returning staff and students will unfortunately represent many more opportunities for criminals to victimize our campus communities at a time when violent criminal activity and gang activity is clearly on the rise Citywide.³⁹ Even with just 25-60% of students returning to campuses that will represent a vast increase in peoples' mobility, which is likely to be reflected soon in changing crime trends as people return to normal daily activities more often following the pandemic.⁴⁰

FACTORING CAMPUS SIZE - ACREAGE & NEW BUILDINGS

In addition to the aforementioned factors, minimum staffing recommendations for the fall of 2021 is based upon the sizable acreage and vastly increased square footage of many new and taller buildings on many campuses that did not exist years ago – many being constructed even since the “Blue Ribbon Panel on Campus Safety and Emergency Preparedness” acknowledged that safety and security personnel staffing had not kept up with the increasing number of buildings and square footage our team must protect daily. Add to that high risk for crimes immediately surrounding nearly all of the LACCD campuses and satellite sites where students and staff are multiple times more likely to become a victim of crime than the national average.⁴¹

Each of the nine campuses and satellite campuses were visited by the new CCB unit commander in spring of 2021, where the grounds of each campus were inspected with team leaders and staff. These are the deputies and security officers most intimately familiar with the hazards and highest risks associated with the campuses they are entrusted to protect. Team leaders explained what has worked to reduce and prevent crimes on each campus and what has not worked. They were not shy in demonstrating how trespassers found ways onto the campuses and all the many challenges they've experienced during Covid-19 - even with most students and staff being restricted off campuses. There is genuine concern that continuing with current staffing shortages with students returning in fall of 2021 would be unsafe and negatively impact our ability to adequately provide the minimum level of campus safety and security students and staff have come to expect during the past two decades.

FALL 2021 VS SPRING 2022

The prevailing thought process for staffing CCB moving forward is to implement a two-stage transition plan back to pre-pandemic staffing levels during fall 2021 and spring 2022. The

³⁹ URL: <https://www.nbclosangeles.com/news/local/2021-violent-crime-in-los-angeles-continues-lapd/2612701/>

⁴⁰ URL: <https://www.latimes.com/california/story/2021-01-03/pandemic-crime-trends-los-angeles>

⁴¹ Refer to Hillard-Heintze study 2021 on behalf of LACCD (discussed in LACCD presentations during June/July 2021)

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caveat is that there are some necessary adjustments in the overall vision for the safety/security deployment model suggested to benefit all of the LACCD campuses.

The majority emphasis for minimum recommended fall 2021 staffing is to initially return more of the armed security officers to the campuses first since they represent more shift coverage potentially at lower overall cost to the LACCD as we restore protections. Secondly, the goal is to add a new centralized Security Operations Center (SOC) as part of a proposed pilot program for LACCD. The third suggested goal is to start moving away from a safety/security model that is highly dependent upon “rover” coverage, which equates to a false sense of security and a panacea solution “only on paper” that does not provide adequate safety and security in real world application due to the vast distances between eleven campuses, and the second worst traffic conditions reported nationwide.⁴²

The proposed staffing for fall of 2021 is not perfect in that there are still projected staffing shortages (minimum staffing) on some days of the week, particularly certain weekend, and limited EM shift coverage, where staff may operate at minimum levels if/when there are sick callouts or other variances that cannot be overcome with advanced planning and flexible voluntary scheduling. Although the staff additions proposed for fall 2021 would indeed reduce the overall number of relief factor concerns, this level of staffing does not *fully* rectify that concern “across the board.” That said, team leaders and supervisors have committed to do their best to mitigate the remaining relief staffing concerns until the remaining pre-pandemic staffing level can hopefully be restored – presumably for the spring of 2022.

CHANGING NEEDS for SMALLER CAMPUSES

Significant new and emerging challenges are particularly concerning at some of the smaller campuses, such as Mission College and Harbor College, which were likely overdue for staffing re-evaluation. These campuses’ unmet security needs were factored when arriving at the overall suggested minimum recommended staffing proposed for fall 2021.

⁴² URL: <https://www.nbclosangeles.com/traffic/la-traffic-congestion-freeways-new-york/2627340/>

CONSULTANT RECOMMENDATIONS

Fall Recommendations: Support efforts toward a new LACCD Strategic Security Plan

Increase community policing emphasis

Reduce non-essential tasks to free up armed security to be more proactive (including increased use of cadets)

Clarify expectations

Improve LACCD notifications (communications)

Improve metrics with implementation of SOC & Use of CAD

Overall, the Community College Bureau (CCB) is supportive of implementing the recommendations from Hillard-Heinze consultants in their presentations and report during summer of 2021.

Strategic Security Plan – the LASD CCB looks forward to working with the District, potentially with a new security director, to help LACCD develop a unifying vision with tangible goals to help maximize security and safety of all personnel and students on the LACCD campuses. The plan should be a useful guide, like a roadmap, with clear objectives and set intervals to ensure the attainment of the safety and security goals.

CCB is committed to working with LACCD to determine exactly what services are sought from each employee rank during their tour of duty. Knowing these expectations, and the approximate estimation of time each deputy, security officer, and cadet should be spending on specific safety and security tasks daily, will help us to jointly determine the best available data collection methods needed to provide reliable metrics that can be reported so LACCD has verification those objectives are being achieved daily. If goals are not consistently met, then such data metrics can help CCB and LACCD realize changes are needed in staffing, training, supervisory oversight and/or data collection processes. Such metrics can also help LACCD realize when adjustments are necessary for the strategic security plan when balancing operational goals with the budget.

COMMUNITY POLICING

During the Hillard-Heinze presentation of findings, it was clear that staff and students want a higher level of direct engagement with campus security and safety personnel. We look forward to having that conversation to clarify the nature and frequency of interactions sought so that we can improve staff training and determine the best metrics to reliably track such activities.

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The amount of community oriented policing activities staff can engage in daily must be commensurate with the level of staffing contracted by the LACCD and factors in the hierarchy principle for handling incidents and assigned tasks on campus. Obviously, handling of higher-level safety concerns would be prioritized over routine requests for escorts, for example. But, we must ensure the number of requests for all safety/security services are reliably being tracked and reported – even those requests that go unfulfilled due to staffing limitations.

Another significant factor in determining security officer and deputy availability is to be more proactive in patrolling campuses and helping students feel safe through additional visibility on campuses and maximize the use of unarmed cadets on each campus. Cadets are very helpful to handle certain tasks that can free up armed security to focus on higher-level objectives.

Use of cadets should be expected for tasks like unlocking doors daily, locking certain doors, staffing the campus security office desk, handling phone calls to the security office and forwarding new incidents to the SOC. At minimum, campuses should seek to hire sufficient cadets at each location to cover the front desk during business hours and monitor the local camera system. This is highly preferable to having an armed security officer doing so because the officer cannot be proactive or highly visible. This helps address concerns noted by Hillard-Heinze that students want to see their deputies and security officers out and about the campus being proactively engaged much more often and not stuck in the office behind a desk.

When LACCD provides cadets for these needs daily, this will better ensure armed security staff can respond to incidents more expeditiously, engage with students more often, and to help mitigate risks on campuses through more frequent, high-visibility patrols.

ENGAGING MORE FACULTY AND STUDENTS – PERHAPS BECOMING A STUDENT?

A potential suggestion to benefit community campus engagement is to perhaps consider how to entice the security officers and deputies serving each college to become a student there. There are existing discounted^{43 44 45 46 47} or free⁴⁸ tuition programs nationwide that emphasize first responders completing their degree in-person or online. In the states of North Carolina⁴⁹ and Texas⁵⁰ for example, campus officers attend public universities at no charge. So, there has been prior studies about this concept and precedence for the benefits of this concept. Perhaps there is an opportunity for LACCD to offer a tuition discount to attract campus safety team members to get to know the students and faculty *from within* – by enrolling in a class or

⁴³ New Haven, refer to <https://www.newhaven.edu/about/departments/bursars/tuition/discounts.php>

⁴⁴ Multiple, refer to: <https://www.badgediscounts.com/tuition-and-scholarships.html>

⁴⁵ Through National Sheriff's Assn. Refer to URL: <https://www.sheriffs.org/wiley>

⁴⁶ Multiple, refer to: <https://lendedu.com/blog/law-enforcement-officers-get-tuition-break-at-these-schools/>

⁴⁷ Marist College (NY) refer to: <https://www.marist.edu/nysle>

⁴⁸ Refer to URL: <https://www.fopfreecollege.org/>

⁴⁹ North Carolina, refer to URL: <https://portcitydaily.com/new-hanover-county/2021/05/23/legislation-from-local-senator-means-campus-cops-now-get-free-college/>

⁵⁰ Texas, refer to URL: <http://www.collegeforalltexas.com/apps/financialaid/tofa2.cfm?ID=589>

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two each semester where they provide campus security. This idea could be win-win for both the employee (achieve credits toward AS degree) and the campus community.

There are multiple classes offered on campus that could enhance the vocational education of our security staff – helping them write better reports, improve public speaking, becoming more knowledgeable in criminal justice, and help the team operate at a higher level. What better way can security officers and deputies engage with students and faculty than to join them daily in day/night classes?

This concept could also provide the added advantage of attracting even more qualified candidates to the Community College Bureau potentially. A study by the Department of Justice found that officers were five times as likely to work for an agency that offered an educational incentive.⁵¹ This could give Community College Bureau (CCB) an edge in drawing better candidates to consider CCB for their future career path.

NOTIFICATIONS

During the Hillard-Heinze presentation of findings, the consultant recommended that standardized protocols be implemented with regard to making notifications when incidents occur on or near campuses. Perhaps, a new Director of Security might eventually become the primary liaison which all LASD supervisors and management would make initial notifications to. For now, existing protocols will be followed.

Clarification will also be sought regarding reporting expectations for LACCD Risk Management and/or Legal Department. In addition, a new process will be proposed for periodic assessment and reporting about the effectiveness of lighting and camera systems when incident reports are filed by CCB campus staff.

⁵¹ Report authored by Brian A. Reaves, Ph.D, for the Bureau of Justice Statistics of the U.S. Department of Justice, dated January 2015. NCJ 248028. Refer to URL: <https://bjs.ojp.gov/content/pub/pdf/cle1112.pdf>

SECURITY OPERATIONS CENTER

Fall Recommendation: Add (+6) Security Officers

To track and monitor key workload variables among safety and security personnel at all campuses, a central security operations center (SOC) is needed more effectively. Virtually every police or sheriff's station has a centralized security operations center as a core component to keep track of reported incidents and individuals' whereabouts in real time. This missing component is not only vital for officer safety, the lack of centralized information and knowledge of immediate status of each campus community in real time deprives supervisors and management of key information that's necessary to help ensure maximum safety and security of staff and students at all LACCD campuses.

The following are some of the summarized benefits of a centralized security operations center (SOC) for College Bureau to better serve the LACCD:

- Accountability for all personnel on duty, on post, availability and appropriateness of time handling their assigned and self-initiated tasks
- Ability to assign calls to personnel using CAD - making their response time ETAs, time on tasks, nature of daily activities et al. retrievable as more reliable workload analysis in monthly, quarterly, and annual reports.
- Improved use of CAD helps supervisors evaluate performance of subordinates.
- Improved use of CAD helps management and client evaluate achievement of specific target goals for types of services sought and ratios of time on task such as 30% of time on community relations engagements, community policing related activities vs. crime deterrence or investigation specific duties.
- Ensures sufficient minimum shift coverage and prevents staff from engaging in unnecessary activities that might delay response to urgencies or emergencies when such activities can better be handled when more staffing is available.
- Load balancing workload among the most suitable available units
- Ensures officers are in assigned and designated areas for specified periods of time
- Coordinating backup and assistance for officers
- Checking status on officers unaccounted for a period (accountability & safety)
- Allows 1-2 officers to handle a matter on campus while forwarding calls temporarily to central location
- Allows another set of eyes (assuming centralized camera system works) to allow SOC viewing of suspect(s) on campus while confirming level of urgency of an incident
- Centralized viewing of cameras may help in coordinating the most effective response – especially useful for major incidents and the coordination of specialized units to help.
- Improves officer safety

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For nearly 20 years, each LACCD campus, including satellite campuses, have operated autonomously with little connectedness among staff on duty. Safety and security personnel have been counting on unreliable communications, a little ingenuity, and a lot of luck to survive this long without a centralized security operations center. This is not a safe or effective way to operate the safety/security force serving the Nation's largest community college district.

Although each campus currently has some form of localized security office acting as a base station, each has been operating independently with its own localized version of a dispatch, which is substandard (arguably unsafe) compared to Sheriff Station desk operations in use for decades elsewhere Countywide.

Lacking a unified radio channel that all campuses can reliably communicate on, each campus has largely been unable to communicate via radio with other LACCD campuses and supervisors for years. At some campuses, personnel could not reliably communicate by radio even amongst the locally assigned staff due to countless "dead spots" where direct radio communications is/was nonexistent due to lacking of repeater(s). This should be remedied as soon as possible; but, this will require new equipment necessary to resolve well-known communication gaps. With the pending implementation of the LA-RICS radio system in 2022, LACCD and LASD CCB should greatly benefit from the new capabilities coming online in the months ahead. However, a proper survey of all campuses will be necessary to identify gaps in digital communications and determine cost-effective solutions.

By establishing a security operations center (SOC) the LASD CCB can implement standardized protocols for assigning calls consistent with practices as all Sheriff Stations. LASD Computer-Aided Dispatch (CAD) would be mandatorily used to track all reported incidents and patrol activities. An adjunct program may be necessary to track any data metrics not otherwise captured in the LASD CAD program – but this is doable to ensure key LACCD safety/security goals are being achieved daily at every campus.

In spring and early summer of 2021, LASD Communications & Fleet Management Bureau (CFMB) assisted LASD CCB by equipping all security officers and sworn personnel with temporary base station radios that will allow personnel to utilize digital radio frequencies in test-use now on the LA-RICS network. Furthermore, a new temporary security operations center base radio was established at the LACCD EOC inside the ELAC administrative offices on Corporate Center Drive. Since the LACCD intends to eventually have all camera systems from all campuses routed to the LACCD EOC there, along with the LASD CCB operations offices already being collocated therein, this building is the most logical choice for where to locate a security operations center for the LACCD.

The proposed approach to establishing a SOC is to temporarily staff a new SOC using Sheriff's security officers (SO). If these personnel were contracted to begin by September 1, 2021, the month of September would be used to establish a new temporary dispatching desk complete with CAD program. September would be necessarily devoted to training all Bureau personnel on new protocols for reporting and dispatching incidents and tracking daily productivity to ensure LACCD expectations for data metrics are being met regarding tasks and activities LASD personnel handle daily on campuses. During September, formal CAD classes would be attended, and staff would begin using CAD daily to assign and track calls for service.

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Concurrent with staff training, a new LASD computer with CAD would be set up to facilitate dispatching capability from the SOC. Temporary radio systems would be put in place and tested between the SOC and all campuses. New policies and protocols for linking each campus security office desk/counter with the SOC would be implemented and practiced during September.

New incident tracking protocols may need to be developed depending on the nature of community policing data metrics sought by LACCD. The goal would be to dispatch and track all incidents in real time effective October 1, 2021 - reliably and centrally. This goal date would provide LACCD with new data metrics for the entire fourth quarter of 2021.

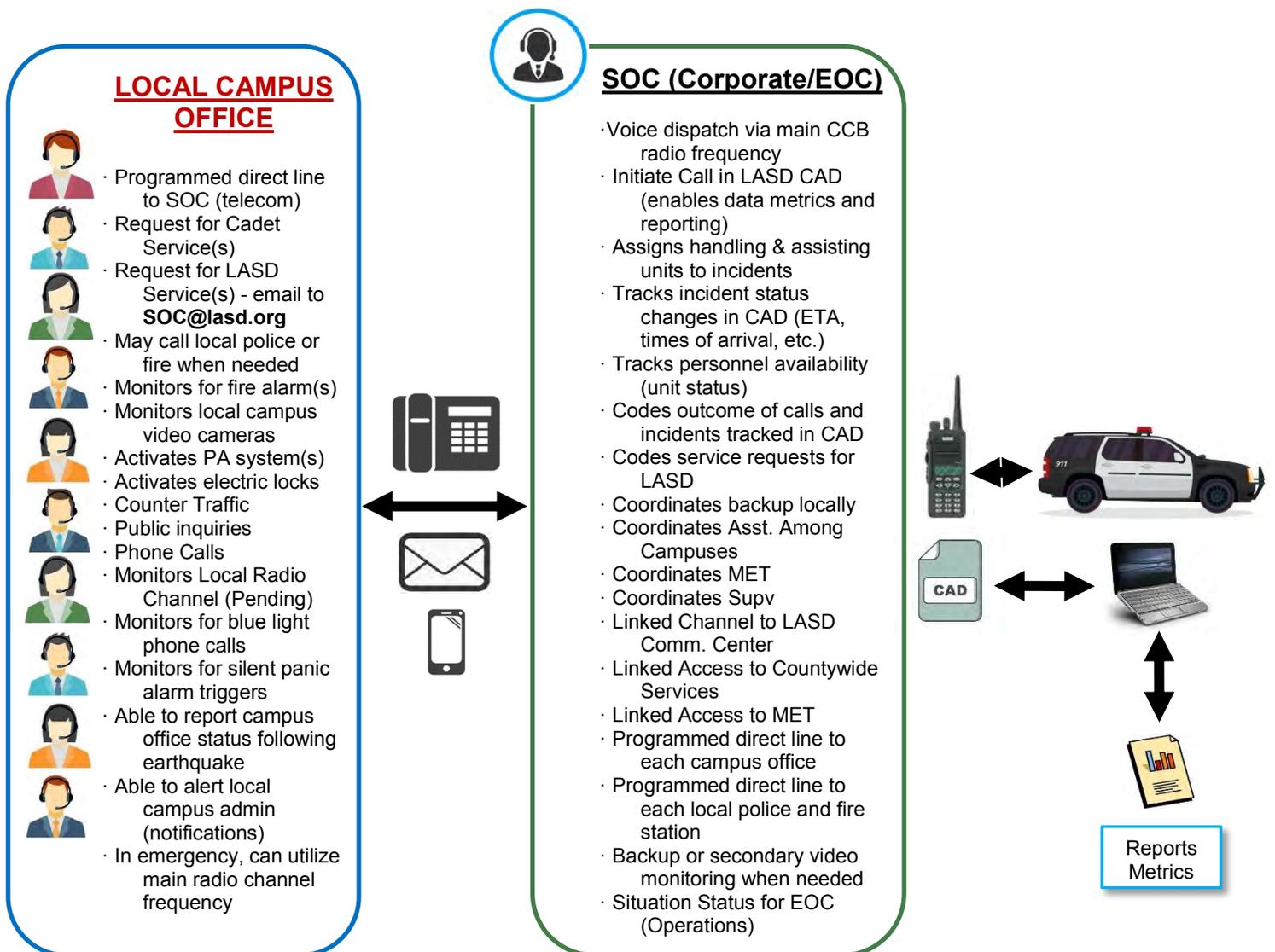


Figure 1 - Visualization of duties & interaction between local campus desks & the new centralized SOC

HIGHER EDUCATION ASSESSMENT TEAM(S)

Fall Recommendation: Add (+1) Bonus 1 Mental Evaluation Team Deputy (PSN #521)

The Los Angeles County Sheriff's Department (LASD), the Department of Mental Health (DMH), and the Los Angeles Community College District (LACCD) were innovative leaders in the effort to prevent school shootings and promote student safety by way of specialized educated assessment and proactive investigations. Higher Education Assessment Teams (HEAT) were nationally recognized, even featured on ABC's national "20/20" news program⁵², featuring the unique partnership between the LASD, the DMH, and the LACCD.

In the past, HEAT teams were successfully used to regularly conduct threat assessments and provide interventions to address mental health crises on and off campus. Currently, that valuable resource has been disbanded, so CCB must rely solely on Mental Evaluation Teams (MET) now for regional support when a person encountered by CCB staff appears to be *seriously* mentally ill. However, MET is a shared resource which is not always immediately available in LA County due to having only 55% of the minimally needed MET teams in LA County.⁵³ Also, the MET does not provide all the same services that HEAT offered as an added value to LACCD campuses daily including pre-emptive efforts to help avert crises on campus in the first place (MET only responds *after* the crisis has occurred, *if available*).

HEAT personnel also saved the colleges from astronomical wait times to receive lower tier co-response team support from of the DMH Psychiatric Mobile Response Teams (PMRT) with wait times between 2-8 hours daily to receive "Level-3" (non-911 / non-emergency crisis) mental health crises. In this capacity, HEAT was providing three dedicated services to the LACCD by functioning as part time MET unit, part time PMRT unit and part time Risk Assessment & Management Program (RAMP) unit when conducting threat assessments.

HEAT was originally established prior to 2018 when the LASD first established the RAMP unit. RAMP has quickly grown and is staffed by Bonus-I deputies with over 1,000 hours of highly advanced level threat assessment, de-escalation, high-intensity mental health case management and development disabilities subject matter expertise. RAMP investigators are also state-certified advanced-level trained and experienced crisis negotiators who can respond to emergency crises and provide instant engagement when a need arises on any campus. The RAMP unit is supported by its own intelligence analysts, with support being included when a RAMP Bonus-I deputy is contracted and needs the analysts' services during investigations.

⁵² ABC 20/20 aired February 12, 2016. Diane Sawyer interviewed mother of one of the Columbine shooters. URL: <https://www.facebook.com/LosAngelesCountySheriffsDepartment/posts/we-are-running-our-day-in-the-life-of-story-early-this-weekthis-weeks-highlighte/1283440901682820/>

⁵³ Refer to MET 2020 Annual Recap Report at URL: https://lasd.org/wp-content/uploads/2021/01/Transparency_MET_Annual_Recap_2020_012521.pdf

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For the fall of 2021, it is highly suggested that LACCD reestablishes at least one of the HEAT teams to partially restore these vitally important services to help benefit the colleges. By contracting with MET to provide a Bonus-I RAMP deputy to partner with one of the existing DMH clinicians again, this will establish the beginning of an even more capable “HEAT v2.0.” This suggestion was supported by the findings and recommendations of the Hillard-Heinze consultant in presentations made in June and July of 2021.⁵⁴

Please refer to Appendix A for further explanation about the MET/RAMP deputy classification, which would be highly beneficial to LACCD versus the prior use of deputy sheriff generalist(s) for the HEAT program.

⁵⁴ Refer to Hillard-Heintze study 2021 on behalf of LACCD (discussed in LACCD presentations during June/July 2021)

DETECTIVE BUREAU

Fall Recommendation: Add (+1) Bonus-1 Deputy Investigator (PSN #425)

Position is in “overhead” associated with other staff additions

With students and staff returning to campuses in the fall of 2021, there will be thousands of parked vehicles on many acres of surface parking lots and dozens of parking structures. Countless interactions will occur soon daily between students and non-students on campus, some of whom are opportunists on campus looking to steal from or otherwise harm the campus community. When incidents are reported at all eleven separate campus locations and the LACCD Builds construction site in South Gate, Community College Bureau (CCB) needs to have sufficient capacity to follow up leads after preliminary investigations, conduct further interviews, locate potential witnesses, gather evidence, conduct line-up procedures, document case work in journals and file solvable cases with district attorney’s offices in many different courthouses.

Following the curtailment of all but one detective during the pandemic, followed by the promotion and transfer of the lone remaining detective CCB counted on, the CCB currently has just one detective now in training. This is an unrealistic and unsustainable number of detectives to rely upon for the anticipated casework ahead.

A second detective must be reinstated as part of the contract additions with students returning in the fall. This will allow sufficient time to train and familiarize another detective with LACCD unique campus community policing needs and expectations. Two detectives provide the absolute minimal relief factor – for each other when one is absent due to sick callout or pre-approved absences.

Even with the addition of a second detective, LACCD will still be operating this fall with just 50% of the investigators on staff prior to the pandemic curtailments. In the months ahead, the caseload will be carefully monitored, and new metrics will be reported to LACCD administration as we look to the future needs of investigative support personnel to determine what is the “just-right” fit for all campus needs.

For now, two detectives are absolutely the minimum number needed though – regardless of how many students are on campuses. The fact that *any* number of students and staff are returning means the caseload will most assuredly go up this fall and one detective is insufficient.

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Each of the following sections of this report details the challenges of protecting each college and the suggested adjustments to security and safety personnel staffing to better serve all students and staff at all LACCD campuses this fall.

SUPERVISORS

Student Population: 229,793⁵⁵ (Pre-COVID-19)

Projected Population:⁵⁶ 57,052 to 114,105 (estimated on-campus for fall of 2021)

Campus Size: 948 acres (combined campuses)
+18 acres for South Gate campus under construction

Buildings Sq. Ft: 10,113,349 ft² (with even more under construction now)

Area Threats: Highest daily concern is burglary, thefts, GTA's, vandalism⁵⁷
Highest threat is active shooter(s) and/or terrorism on campus
Persistent negative impacts by area homeless non-students
Gangs in area contribute to worsening violent crime trends⁵⁸
Exponentially higher violent crime in campus vicinities vs. the national average⁵⁹
Exponentially higher property crime in campus vicinities vs. the national average⁶⁰
Violent and property crimes exceed state averages at most campuses⁶¹

Fall Recommendation: Add (+2) Sergeants

⁵⁵ LACCD website "Fast Facts" at URL: <https://www.laccd.edu/departments/epie/research/pages/fast-facts.aspx>

⁵⁶ Estimated at 25-50% as projected at DAC meeting in June 2021; actual figures will not be known until late August according to deputy chancellor due to the unusual impacts of COVID-19 and continuing changes in State and County Public Health Department rules / restrictions during the enrollment period for fall of 2021.

⁵⁷ Based on actual crimes reported affecting campus for past five years (LASD College Bureau data in LARCIS)

⁵⁸ Refer to NBC News report at URL: <https://www.nbclosangeles.com/news/local/2021-violent-crime-in-los-angeles-continues-lapd/2612701/>

⁵⁹ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021 Refer to <https://www.areavibes.com/los+angeles-ca/mid+wilshire/crime/>

⁶⁰ Ibid.

⁶¹ Ibid.

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Prior to the pandemic, College Bureau operated with fifteen (15) sergeant positions. During the curtailments of 2020, coverage was minimalized by cutting the majority of those positions (53% reduction) leaving us with just seven (7) sergeants to supervise the entire Bureau.

For fall of 2021, two sergeants are recommended for addition back into the contracted services agreement. Both sergeant positions would allow for AM/PM shift overlap on both halves of the week. During the hours when most students are on campuses, this will provide a second supervisor to cover half of the eleven campuses and construction site in South Gate. In effect, this potentially cuts down on estimated time of arrival for a sergeant to assist deputies and security officers when significant incidents occur on campuses.

Virtually every LACCD campus has a higher number of persons experiencing homelessness living all around the campuses. Many homeless persons experience mental health challenges and co-occurring substance use disorders; schizophrenia and other psychotic disorders, which are known to be highly prevalent among homeless people.⁶² The likelihood of negative encounters with the local homeless and mentally-ill population poses a real threat to the campus communities we serve. Whenever a mentally ill person is encountered, a field sergeant must be notified and respond at the earliest opportunity to help positively impact the outcome of that encounter and to avert using force whenever possible.⁶³

Having just one field sergeant on duty most of the week is entirely inadequate to actively supervise security teams on eleven campuses (and a construction site) serving 40 cities and communities covering an area of more than 882 square miles.⁶⁴ With students returning to campuses this fall, coupled with the many researchers and warnings we have been given that people are presenting in worse crises, far more often since Covid-19, we must ramp up the number of sergeants available to share the anticipated workload.

By adding the two sergeants on an overlapping shift, we will smartly manage these limited resources to maximize their coverage and schedule the extra supervisors when we need them most. When not busy at field incidents and supervising their designated subordinates, those two sergeants will be delegated duties that were previously the entire job function of two dedicated sergeants: emergency management along with detective bureau oversight. These important functions of the Bureau must be addressed as a collateral duty for the time being.

⁶² Ayano, G., Tesfaw, G. & Shumet, S. The prevalence of schizophrenia and other psychotic disorders among homeless people: a systematic review and meta-analysis. *BMC Psychiatry* 19, 370 (2019).
<https://doi.org/10.1186/s12888-019-2361-7>

⁶³ LASD Field Operations Directive 16-003 mandates sergeant notification and immediate response to all mental health crises.

⁶⁴ LACCD “Fast Facts” at URL: [Fast Facts \(laccd.edu\)](https://www.laccd.edu/fast-facts)

LOS ANGELES CITY COLLEGE

Student Population:	29,509⁶⁵ (Pre-COVID-19)
Projected Population:⁶⁶	7,377 to 14,755 (estimated on-campus for fall of 2021)
Campus Size:	47 acres
Buildings Sq. Ft:	1.7 million ft²
Area Threats:	Highest concern is burglary, thefts, GTA's, and vandalism⁶⁷ Persistent negative impact by area homeless non-students Gangs in area contribute to worsening violent crime trends⁶⁸ Chance of being a crime victim = 1 in 30 +92% higher violent crimes in vicinity vs. <u>national</u> average⁶⁹ +24% higher property crimes in vicinity vs. <u>national</u> average⁷⁰ Violent and property crimes in vicinity exceeds <u>state</u> average⁷¹
Fall Recommendation:	Add (+1) deputy on EM shift and add (+1) AM security officer

Los Angeles City College (“City College”) protection includes 19 buildings, 5 bungalows and 2 parking structures, including a child development center, library, labs, maintenance facility/yard, surface parking lots, athletic field, sports facilities, and open space. Metro line station at perimeter. Ease of access makes attractive nuisance for homeless non-students.

The Metro Red Line Vermont/Santa Monica Station, along with ease of access onto campus from all but the northeast side and multiple out-of-view niches attracts homeless non-students to the campus. This mostly open campus has very limited fencing to restrict access onto the campus and multiple local homeless have learned how to defeat the campus gates.

⁶⁵ LACCD website “Fast Facts” at URL: <https://www.laccd.edu/departments/epie/research/pages/fast-facts.aspx>

⁶⁶ Estimated at 25-50% as projected at DAC meeting in June 2021; actual figures will not be known until late August according to deputy chancellor due to the unusual impacts of COVID-19 and continuing changes in State and County Public Health Department rules / restrictions during the enrollment period for fall of 2021.

⁶⁷ Based on actual crimes reported affecting campus for past five years (LASD College Bureau data in LARCIS)

⁶⁸ Refer to NBC News report at URL: <https://www.nbclosangeles.com/news/local/2021-violent-crime-in-los-angeles-continues-lapd/2612701/>

⁶⁹ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021 Refer to <https://www.areavibes.com/los+angeles-ca/mid+wilshire/crime/>

⁷⁰ Ibid.

⁷¹ Ibid.

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RECOMMENDED CONTRACT STAFFING CHANGES

SPECIFIC CONCERNS ABOUT STAFFING ON THIS CAMPUS

Along with a team leader to liaison with the college, handle administrative needs and staff scheduling, two deputies and twelve (12) security officers are currently assigned to protect City College throughout the week. This level of staffing reflects an agreed upon *temporary* reduction of three (-3) security officers curtailed during the pandemic. The number of current armed officers and deputies covering all seven days (24-hours daily) is considered below minimum recommended level for when this campus is reopened to students and staff.

SCHEDULING & RELIEF FACTORS

With just three security officers on EM shift currently, City College goes below minimum staffing on weekends currently, as reflected on the table below. There are insufficient staff to both monitor the office cameras, alarms, walk-up window and phones and still provide proactive patrols to deter crime(s) on campus. Mondays and Fridays are not much better currently, as shown:

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓		
		✓	✓	✓	✓	✓
1	2	3	3	3	2	1

With regard to AM shift coverage, City College currently has a 4-staff rotation which is generally fulfilled in one of two configurations and equates to an average of just 2.9 staff per day. With students returning, these staff will be overwhelmed due to the campus acreage, square footage, and number of buildings compounded by the unique challenges of this campus neighborhood including homeless non-students, local gang activities and a well above-average crime rate threatening the safety and security of this campus community.

It should be noted; the shift scheduling examples provided in this section reflect a “best-case” scenario involving 100% availability of the armed staffing for each shift. The LACCD contracted positions for College Bureau are “*non-relief*” personnel; therefore, staffing contracted for does not include backfill coverage when vacancies occur due to sick callouts, vacation time off, FMLA or other leave required by law, holidays, attendance at mandatory training, et al. The lack of adequate staffing to provide relief and EM shift coverage was among the most notable concerns raised by the Hillard-Heinze consultants in their reports to LACCD in June and July 2021.⁷²

⁷² Hillard-Heinze Consultant Chad McGinty during presentations/report in July of 2021 to LACCD stakeholders.

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When vacancies occur, the team leader must try to self-adjust or change other staff schedules to ensure adequate coverage on each campus. A shift vacancy may temporarily go unfilled in some cases depending on total available staffing and activity level anticipated on the campus for that shift.

OTHER FACTORS

City College has a higher-than-average number of persons experiencing homelessness living all around the campus. Many homeless persons experience mental health challenges and co-occurring substance use disorders; schizophrenia and other psychotic disorders are known to be highly prevalent among homeless people.⁷³ The likelihood of negative encounters with this local homeless and mentally-ill population poses a threat to City College staff and students daily.

City College is known to be within overlapping areas of at least three local gangs. The increased activities of emboldened gangs in the City of Los Angeles are listed among the troubling factors that have led to significantly higher prevalence of violent crimes being attributed to the negative social impacts of the worldwide pandemic.⁷⁴ The map shown to the right reflects claimed territory of Westside White Fence, Black Diamonds and Temple Street gangs.⁷⁵

During the pandemic, the impact of being below the recommended level of staffing for safety and security was largely mitigated at this campus when nearly all staff and students were restricted from being on campus for more than a year.

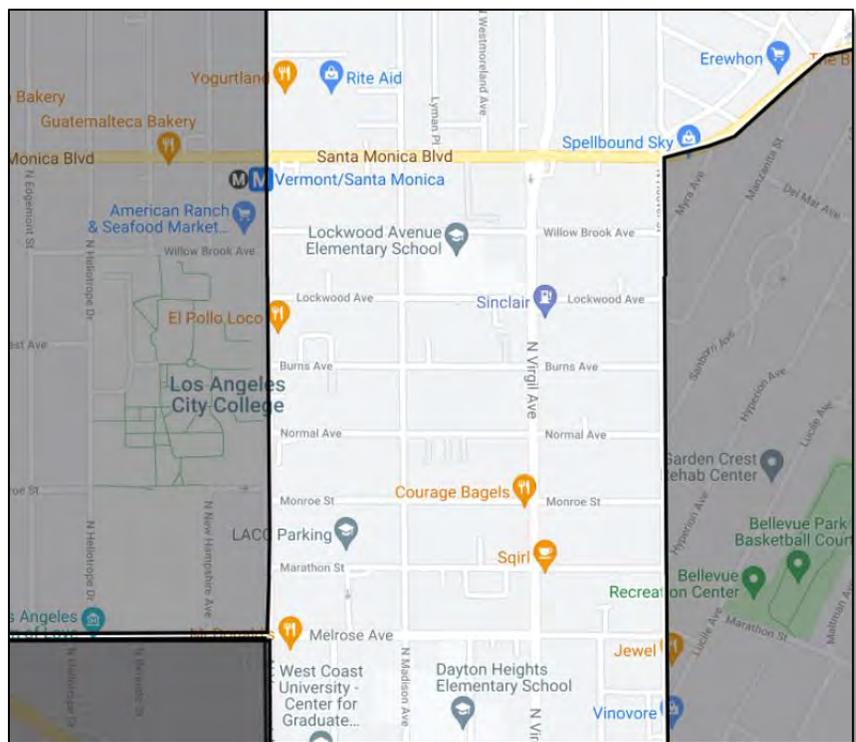


Figure 2 - Map Showing "Claimed" Gang Territories (grayed areas)

⁷³ Ayano, G., Tesfaw, G. & Shumet, S. The prevalence of schizophrenia and other psychotic disorders among homeless people: a systematic review and meta-analysis. *BMC Psychiatry* 19, 370 (2019). <https://doi.org/10.1186/s12888-019-2361-7>

⁷⁴ Los Angeles Magazine at URL: <https://www.lamag.com/citythinkblog/crime-in-los-angeles/>

⁷⁵ URL:

<https://www.google.com/maps/d/viewer?mid=1MyoToeYPKEx54C3BPdbIKZKaRQ&msa=0&dg=feature&ll=34.08710401442701%2C-118.29401072082374&z=16>

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Most parking lots remained empty, so the availability of potential victims significantly lessened the opportunities at this main and satellite campus for thefts and person-to-person crimes during COVID-19 shutdowns.

Temporary fencing was highly effective at restricting incidents or trespassing and helped reduce burglaries and incidents of thefts on campus during the pandemic. That fencing was recently removed and negative impacts are already being observed with local gang members and homeless non-students now traversing the campus daily.

As staff and students return to this campus in the fall, the safety and security team expects to see negative impacts due to this college being a target-rich environment as it's located in an area with an overall crime rate 35% higher than the national average⁷⁶ and increasingly violent crimes are rising in Los Angeles County.⁷⁷

The recommended level of staffing for fall 2021 does not return City College to the prior pre-pandemic level of staffing.

The recommended level of staffing for fall 2021 is not necessarily the *ideal* level of staffing indefinitely for optimal safety and security; rather, these recommendations are based upon a pragmatic assessment of many aforementioned factors to determine a *reasonable* deployment given the limited budget constraints resulting from lower projected enrollment this semester as campuses seek to return to normalcy in the academic year ahead.

Further assessment will be necessary in early 2022, to determine the suggested minimum security needs for the spring semester as crime trends, State and County restrictions on COVID-19, the estimated student enrollment for spring and other factors become clearer.

⁷⁶ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021. Refer to URL: <https://www.areavibes.com/los+angeles-ca/mid+wilshire/crime/>

⁷⁷ Refer to URL: <https://www.foxnews.com/us/violent-crime-los-angeles-rapid-pace-sheriffs-statistics-show>

EAST LOS ANGELES COLLEGE

Student Population:	58,265⁷⁸ (Pre-COVID-19)
Projected Population:⁷⁹	14,566 to 29,132 (estimated on-campus for fall of 2021)
Campus Acreage:	88.4
Buildings Sq. Ft:	1.1 million ft²
Area Threats:	Highest concern is burglary, thefts, GTA's, and vandalism⁸⁰ Persistent negative impact by area homeless non-students Gangs in area contribute to worsening violent crime trends⁸¹ Chance of being a crime victim = 1 in 23 +84% higher violent crimes in vicinity vs. <u>national</u> average⁸² +75% higher property crimes in vicinity vs. <u>national</u> average⁸³ Violent and property crimes in vicinity exceeds <u>state</u> average⁸⁴
Fall Recommendation:	Add three (+3) security officers (+1 ELAC and +2 South Gate); (1) rover <u>reassigned</u> to this campus on EM shift

East Los Angeles College (ELAC) protection includes 29 buildings, 42 bungalows, 2 parking structures and includes a child development center, a library, labs, maintenance facility/yard, surface parking lots, athletic fields, sports facilities and open space. This open campus has very limited fencing to restrict access onto the campus.

The bus terminal roundabout and Metrorail end-of-line, along with ease of access onto campus from all sides and out-of-view niches attracts homeless non-students to the campus.

East Los Angeles College (ELAC) protection includes 29 buildings, 42 bungalows, 2 parking structures and includes a library, labs, maintenance facility/yard, surface parking lots, athletic fields, sports facilities and open space. This open campus has very limited fencing to restrict access onto the campus.

⁷⁸ LACCD website "Fast Facts" at URL: <https://www.laccd.edu/departments/epie/research/pages/fast-facts.aspx>

⁷⁹ Estimated at 25-50% as projected at DAC meeting in June 2021; actual figures will not be known until late August according to deputy chancellor due to the unusual impacts of COVID-19 and continuing changes in State and County Public Health Department rules / restrictions during the enrollment period for fall of 2021.

⁸⁰ Based on actual crimes reported affecting campus for past five years (LASD College Bureau data in LARCIS)

⁸¹ Refer to NBC News report at URL: <https://www.nbclosangeles.com/news/local/2021-violent-crime-in-los-angeles-continues-lapd/2612701/>

⁸² Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021 Refer to <https://www.areavibes.com/east+los+angeles-ca/crime/>

⁸³ Ibid.

⁸⁴ Ibid.

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RECOMMENDED CONTRACT STAFFING CHANGES

SPECIFIC CONCERNS ABOUT STAFFING ON THE MAIN CAMPUS

Two deputies and thirteen security officers are currently assigned to protect ELAC main *and* South Gate campuses. Another four security officers will soon be deployed to the South Gate LACCD-Builds construction site.⁸⁵ This level of staffing reflects an agreed upon *temporary* reduction of two (-2) deputies and two (-2) security officers during the pandemic. The number of current armed officers and deputies covering all seven days (24-hours daily) is considered below minimum recommended level for when this campus is open to students and staff.

The current staffing level for the main campus on AM shift provides for an average of 2.9 on-duty armed security/safety personnel daily. This assumes nobody is absent from work.

SCHEDULING & RELIEF FACTORS

With just three security officers on EM shift currently, East Los Angeles College goes below minimum staffing on weekends currently, as reflected on the table below. There are insufficient staff to both monitor the office cameras, alarms, walk-up window and phones and still provide proactive patrols to deter crime(s) on campus. Mondays and Fridays are not much better currently.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓		
		✓	✓	✓	✓	✓
1	2	3	3	3	2	1

The proposed remedy for this fall is to relocate one rover deputy to be assigned specifically to this campus during the EM shift hours. This coverage adjustment is supported by the findings of inadequate staffing on the EM (“Early Morning” or “graveyard” shift) by the Hillard-Heinze consultants in their reports to LACCD in June and July 2021.⁸⁶

With regard to AM shift coverage, ELAC College currently has a 4-staff rotation which is generally fulfilled in one of two configurations and equates to an average of just 2.9 staff per day. With students returning, these staff will be overwhelmed due to the campus acreage, square footage, number of buildings, compounded by the unique challenges of this campus neighborhood, including homeless non-students, local gang activities and a well above-average crime rate threatening safety and security at this campus.

⁸⁵ Approved per Jessica Landon, July 28, 2021 (via email notification at 8:28 AM).

⁸⁶ Hillard-Heinze Consultant Chad McGinty during presentations/report in July of 2021 to LACCD stakeholders.

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It should be noted; the shift scheduling examples provided in this section reflect a “best-case” scenario involving 100% availability of the armed staffing for each shift. The LACCD contracted positions for College Bureau are “*non-relief*” personnel; therefore, staffing contracted for does not include backfill coverage when vacancies occur due to sick callouts, FMLA or other leave required by law, holidays, attendance at mandatory training, et al. ELAC campus has one security officers designated as “vacation relief” so that helps minimize the impact on the coverage during staff vacations, but does not address other types of level without relief coverage. Not having enough relief coverage was a noteworthy concern raised by the Hillard-Heinze consultants in their presentation and report to LACCD in June and July 2021.⁸⁷

For fall of 2021, as the main campus reopens to staff and returning students, the staffing on AM shift should be increased by at least one (+1) security officer at the main campus. This would provide five (5) total LASD staff assigned to the campus during AM shift to cover all seven days of the week (includes relief) with emphasis in scheduling to cover weekdays when students are on site. This equates to an average of 3.6 armed security personnel on duty throughout the week on this shift. Our planned coverage will emphasize coverage on weekdays with at least three days allowing sufficient coverage for more engagement in community policing and collaborative problem solving activities. The improved coverage example deployment is visualized below:

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓		
✓	✓	✓	✓	✓		
		✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓
2	3	5	5	5	3	2

In the anticipated schedule for fall 2021, there remains minimal armed security/safety personnel on weekends to protect the property. The emphasis is providing most coverage on weekdays when students are present.

At least three days per week, reflected in green above, LASD personnel provide adequate coverage on campus such that two minor incidents or service requests could be handled simultaneously, or one moderate incident could be handled entirely using locally dedicated on-duty resources. Additional help would be needed from outside the campus for a major incident.

⁸⁷ Hillard-Heinze Consultant Chad McGinty during presentations/report in July of 2021 to LACCD stakeholders.

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The availability of cadets to help cover the desk and address non-urgent matters would optimally free up the armed security officers and deputy to focus on crime prevention and community policing efforts on campus.

When not committed to handling calls for service on campus, staff will be directed to engage in campus community policing outreach and proactive (highly-visible) crime prevention patrols throughout the campus.

At this campus, foot patrols and bike patrols are preferred with vehicle patrols largely being reserved for checking the perimeter and patrolling in the parking structures. This added emphasis for community policing is highly supported by findings of the Hillard-Heinze consultant, according to presentations to LACCD in June and July of 2021.

SPECIFIC CONCERNS ABOUT STAFFING ON THE SOUTH GATE CAMPUS

ELAC operates a satellite campus 11 miles from the main campus in South Gate. The location of this campus (2340 Firestone Boulevard). This satellite campus is in an area where total crimes are +44% higher than the national average, violent crime is reportedly +74% higher than the national average, and property crimes occur +38% more frequently than the national average.⁸⁸

This campus is negatively impacted by a notable homeless population (non-students) who have caused property damage at the campus perimeter by illegally setting fires in recent months. The area is significantly impacted by local gangs who visibly mark their territory by vandalizing the walls along Alameda Street just west of the campus property line.

The current staffing level for the South Gate campus on AM shift provides for just one on-duty armed security/safety officer daily on each of the AM and PM shifts. This level of staffing reflects an agreed upon *temporary* reduction of one (-1) security officer and one (-1) deputy during the pandemic while the building was largely unoccupied. One person protecting students and the property is not sufficient for when students are back on site for classes.

There is no dedicated on-site coverage for the South Gate campus on the early morning (“EM” aka “graveyard”) shift or on weekends. Use of “rovers” covering nine campuses plus two satellite locations across a massive coverage area and/or having an officer or deputy respond to check on the South Gate campus location once in a while equates to largely having this site left unprotected on EM shift and weekends – for the most part.

With students returning to this campus in the fall, the addition of two security officers is minimally recommended – one per shift – such that two armed personnel are on duty to protect the facility and occupants on AM and PM shifts when students and staff are present. The

⁸⁸ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021 Refer to <https://www.areavibes.com/south+gate-ca/crime/>

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hours when no armed security is contracted, the default policing responsibility is upon South Gate Police Department for emergencies.

SUPPLEMENTAL CONSIDERATIONS FOR FALL OF 2021 SPECIFIC TO ELAC

During the first two weeks of each new semester, ELAC campus generally hires some extra personnel to assist with door opening requests, added patrols in both parking structures, and fixed overtime spots for an S/O in the bookstore and the fiscal office. ELAC has traditionally also hired one extra deputy (AM shift/PM shift) for supplemental patrol checks of campus during those initial weeks when the most students are on campus.

With community services now having a few classes on campus during the weekend, it would be most beneficial to see additional cadets working on the weekend and an extra security officer, as needed. Below is a list of five classes scheduled for Sunday's:

Instructor Name	Classroom	Start Time	End Time
Antonian, Anna	S2-117	8:30 AM	9:20 AM
Yoshida, Machiko	S2-102	9:00 AM	9:50 AM
Bell, Yvonne		10:00 AM	10:50 AM
		11:00 AM	11:50 AM
		12:00 PM	12:50 PM

Cadets will not be issuing citations for the fall, but will be issuing warnings to all vehicles parked in a staff parking stall with no permit. No cites will be issued due to the fact that the school has ended services with the current processing agency, due to a price increase. The campus is still in the process of hiring more cadets.

OTHER FACTORS

East Los Angeles College has a Behavioral Intervention Team (BIT) on campus serving students with mental health challenges. In the past, BIT personnel worked closely with the Higher Education Assessment Teams (HEAT) to conduct student threat assessments and urgent interventions on and off campus. The current cadre of BIT personnel and college administrators have stated that having the LACCD HEAT program was very beneficial; HEAT has been especially missed at this campus.

During the pandemic, the impact of being below the recommended level of staffing for safety and security was largely mitigated by campus closures and nearly all staff and students being restricted from being on campus for more than a year. Most parking lots were largely empty, so the availability of potential victims significantly lessened the opportunities at this main and satellite campus for thefts and person-to-person crimes during COVID-19 shutdowns.

As staff and students return to this campus in the fall, the safety and security team expects to see negative impacts due to the college being a target-rich environment as it's located in an

COMMUNITY COLLEGE BUREAU – PLANNING FOR FALL OF 2021

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area with an overall crime rate 76% higher than the national average⁸⁹ and increasingly violent crimes are rising sharply in Los Angeles County.⁹⁰

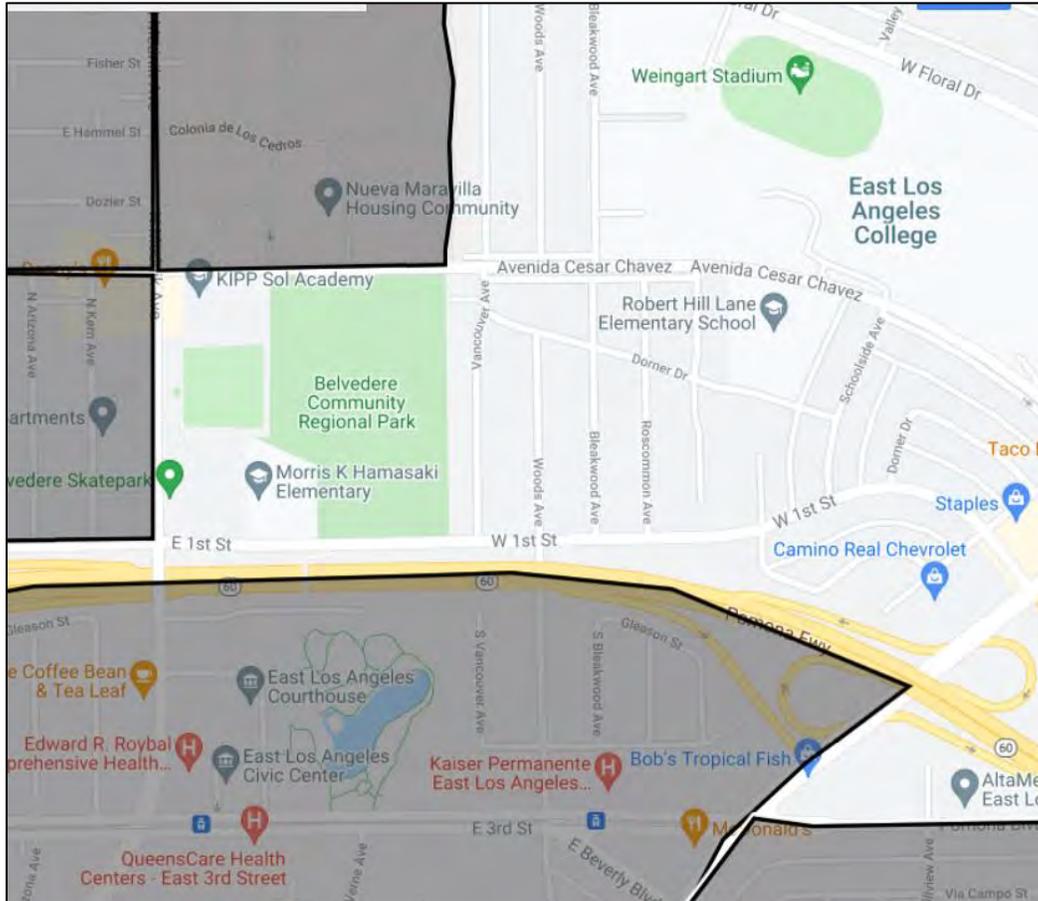


Figure 3 - Map Showing Territories "Claimed" by the Local Gangs

As seen above, East Los Angeles College is known to be within close proximity to five known local gangs. The increased activities of emboldened gangs in the City of Los Angeles are listed among the troubling factors that have led to significantly higher prevalence of violent crimes being attributed to the negative social impacts of the worldwide pandemic.⁹¹ The map shown above reflects territories claimed by Maravilla Project Boys/High Times Maravilla, Raskals Maravilla (RMV), Arizona Maravilla (AMV), Marianna Maravilla (MMV) and The Lott 13 2nd Hood.⁹²

⁸⁹ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021. Refer to URL: <https://www.areavibes.com/east+los+angeles-ca/crime/>

⁹⁰ Refer to URL: <https://www.foxnews.com/us/violent-crime-los-angeles-rapid-pace-sheriffs-statistics-show>

⁹¹ Los Angeles Magazine at URL: <https://www.lamag.com/citythinkblog/crime-in-los-angeles/>

⁹² URL:

<https://www.google.com/maps/d/viewer?mid=1MyoToeYPKEx54C3BPdbIKZKaRQ&msa=0&dg=feature&ll=34.0371830454973%2C-118.15711273696105&z=16>

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The recommended level of staffing for fall 2021 does not return ELAC campus to the pre-pandemic level of staffing.

The recommended level of staffing at ELAC for fall of 2021 is not necessarily the *ideal* level of staffing indefinitely for optimal safety and security; rather, these recommendations are based upon a pragmatic assessment of many aforementioned factors to determine a *reasonable* deployment given the limited budget constraints resulting from lower projected enrollment this semester as campuses seek to return to normalcy in the academic year ahead.

Further assessment will be necessary in early 2022, to determine the suggested minimum security needs for the spring semester as crime trends, State and County restrictions on COVID-19, the estimated student enrollment for spring and other factors become clearer.

LOS ANGELES TRADE-TECH COLLEGE

Student Population:	22,689⁹³ (Pre-COVID-19)
Projected Population:⁹⁴	5,672 to 11,344 (estimated on-campus for fall of 2021)
Campus Size:	25 acres
Buildings Sq. Ft:	1.4 million ft²
Area Threats:	Highest concerns are burglary, thefts, GTA's, vandalism, assaults and narcotics⁹⁵ Persistent negative impact by area homeless non-students Gangs in area contribute to worsening violent crime trends⁹⁶ Chance of being a crime victim = 1 in 8 (highest in District) +611% higher violent crimes in vicinity vs. <u>national</u> average⁹⁷ +376% higher property crimes in vicinity vs. <u>national</u> average⁹⁸ Violent and property crimes in vicinity exceeds <u>state</u> average⁹⁹
Fall Recommendation:	Add (+2) security officers (1) rover <u>reassigned to this campus on EM shift</u>

Los Angeles Trade-Technical College (“Trade Tech”) protection includes 12 buildings and 3 parking structures and includes a child development center, a high school within the campus, library, labs, maintenance facility/yard, small surface parking lot, athletic fields, sports facilities, auto and welding shops, cosmetology center, and open space. There are multiple gangs in the area with turf battles a constant threat locally. Bus lines and the Metro line at the perimeter are added challenges for traffic and pedestrian influx from Washington Blvd. Ease of access to the campus when gates are opened, highest crime rate area in the District and proximity to skid row make for daily challenges on and around the campus. Ease of access makes for an attractive nuisance for homeless non-students when campus re-opens full access in the fall.

⁹³ LACCD website “Fast Facts” at URL: <https://www.laccd.edu/departments/epie/research/pages/fast-facts.aspx>

⁹⁴ Estimated at 25-50% as projected at DAC meeting in June 2021; actual figures will not be known until late August according to deputy chancellor due to the unusual impacts of COVID-19 and continuing changes in State and County Public Health Department rules / restrictions during the enrollment period for fall of 2021.

⁹⁵ Based on actual crimes reported affecting campus for past five years (LASD College Bureau data in LARCIS)

⁹⁶ Refer to NBC News report at URL: <https://www.nbclosangeles.com/news/local/2021-violent-crime-in-los-angeles-continues-lapd/2612701/>

⁹⁷ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021 Refer to <https://www.areavibes.com/los+angeles-ca/south+park/crime/>

⁹⁸ Ibid.

⁹⁹ Ibid.

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This campus had closed most of the gates and fencing to restrict access onto the campus during COVID-19. During normal school operations, the gates are minimally effective due to design flaws; multiple local homeless have learned how to defeat the campus gates and do so regularly here to gain access – especially problematic on EM shift and weekends.¹⁰⁰

CONCERNS ABOUT CURRENT SECURITY / SAFETY STAFFING ON THIS CAMPUS

Two deputies and eleven (11) security officers are currently assigned to protect Trade-Tech College throughout the week. This level of staffing reflects an agreed upon *temporary* reduction of one (-1) security officer and one (-1) sergeant during the pandemic. The number of current armed officers and deputies covering all seven days (24-hours daily) is considered below minimum recommended level for when this campus is reopened to students and staff.

It should be noted; the CCB staffing evaluation in spring of 2021 concluded that this campus was understaffed, under-protected and vulnerable to underappreciated threats prior to the pandemic. The proposed staffing for LACCD in the fall of 2021 seeks to rebalance available resources, making smarter use of rovers, and carefully deploying new staff rejoining the Bureau. As such, by reallocating one (1) rover deputy on the EM shift, this deployment plan helps overcome some of the security team’s concerns about staffing shortage at this campus. The lack of staffing to provide adequate EM shift coverage was among the highest concerns raised by the Hillard-Heinze consultants in their presentations and report to LACCD in June and July 2021.¹⁰¹

SCHEDULING & RELIEF FACTORS

With just three security officers on EM shift currently, Trade-Tech College goes below minimum staffing on weekends currently, as reflected on the table below. There are insufficient staff to both monitor the office cameras, alarms, walk-up window and phones and still provide proactive patrols to deter crime(s) on campus.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓		
		✓	✓	✓	✓	✓
1	2	3	3	3	2	1

¹⁰⁰ Deputy Melvin Young demonstrated flaws during on-site visit to premises to determine challenges in May 2021.

¹⁰¹ Hillard-Heinze Consultant Chad McGinty during presentations/report in July of 2021 to LACCD stakeholders.

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Mondays and Fridays are not much better currently, as shown on the table above (prior page).

With regard to AM shift coverage, Trade-Tech College currently has a 4-staff rotation which is generally fulfilled in one of two configurations and equates to an average of just 2.9 staff per day. The PM shift has five staff allocated which equates to an average of 3.6 armed personnel on duty daily throughout the week. With students returning, these staff will be overwhelmed due to the campus acreage, square footage, and number of buildings compounded by the unique challenges of this campus neighborhood including homeless non-students, local gang activities and the highest crime rate of all LACCD campuses threatening the safety and security of this campus community.

It should be noted; the shift scheduling examples provided in this section reflect a “best-case” scenario involving 100% availability of the armed staffing for each shift. The LACCD contracted positions for College Bureau are “*non-relief*” personnel; therefore, staffing contracted for does not include backfill coverage when vacancies occur due to sick callouts, vacation time off, FMLA or other leave required by law, holidays, attendance at mandatory training, et al.

The lack of adequate staffing to provide relief coverage was among the most notable concerns raised by the Hillard-Heinze consultants in their reports to LACCD in June and July 2021.¹⁰² The proposed staffing would allow sufficient staff such that Trade-Tech can backfill in advance for staff vacation periods (“vacation relief”) without having to operate below safe staffing levels when vacations occur.

OTHER FACTORS

Trade-Tech College has a much higher-than-average number of persons experiencing homelessness living all around the campus. Many homeless persons experience mental health challenges and co-occurring substance use disorders; schizophrenia and other psychotic disorders are known to be highly prevalent among homeless people.¹⁰³ The likelihood of negative encounters with this local homeless and mentally-ill population poses a threat to Trade-Tech College staff and students daily.

Trade-Tech College has a very active Behavioral Intervention Team (BIT) on campus serving students with mental health challenges. In the past, BIT personnel worked closely with the Higher Education Assessment Teams (HEAT) to conduct student threat assessments and urgent interventions on and off campus. The current cadre of BIT personnel and college

¹⁰² Hillard-Heinze Consultant Chad McGinty during presentations/report in July of 2021 to LACCD stakeholders.

¹⁰³ Ayano, G., Tesfaw, G. & Shumet, S. The prevalence of schizophrenia and other psychotic disorders among homeless people: a systematic review and meta-analysis. *BMC Psychiatry* 19, 370 (2019).
<https://doi.org/10.1186/s12888-019-2361-7>

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administrators have stated that having the LACCD HEAT program was very beneficial; HEAT has been especially missed at this campus.

Trade-Tech College is known to be within overlapping areas of at least three local gangs. The increased activities of emboldened gangs in the City of Los Angeles are listed among the troubling factors that have led to significantly higher prevalence of violent crimes being attributed to the negative social impacts of the worldwide pandemic.¹⁰⁴ The campus is within “disputed territory” or close proximity to territory claimed by Harpys 13, Street Saints 13, Primera Flats 23rd Street, Eastside Rollin 20s Outlaw Bloods and 18th Street gangs.¹⁰⁵

During the pandemic, the impact of being below the recommended level of staffing for safety and security was largely mitigated at this campus when nearly all staff and students were restricted from being on campus for more than a year. Most parking lots remained empty, so the availability of potential victims significantly lessened the opportunities at this main and satellite campus for thefts and person-to-person crimes during COVID-19 shutdowns.

Temporarily locking gates, monitored fencing and establishing controlled-access checkpoints was highly effective at restricting incidents or trespassing and helped reduce burglaries and incidents of thefts on campus during the pandemic. With less access control now, the negative impacts are already being observed with local gang members and homeless non-students now attempting to enter the campus daily. On EM shift and weekends, there have been recent vandalism and thefts reported as local non-students have learned to defeat the gates and fencing fairly easily when there are not many security staff personnel on duty to proactively patrol and prevent the trespassing.

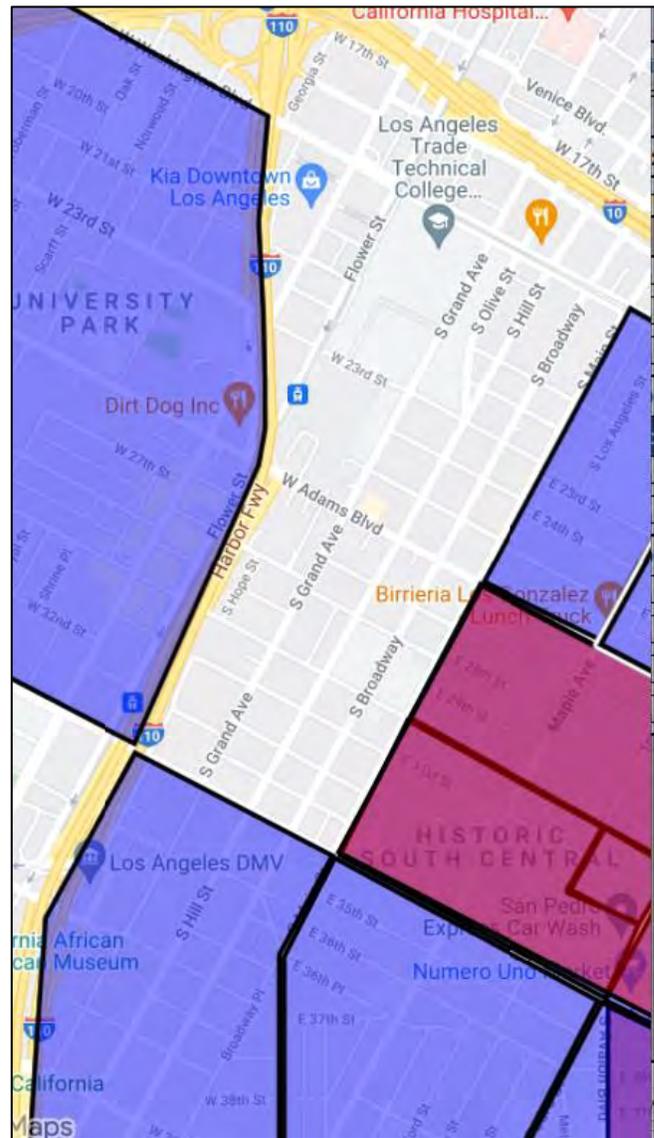


Figure 4 – Gang “Territory” Local to Trade-Tech

¹⁰⁴ Los Angeles Magazine at URL: <https://www.lamag.com/citythinkblog/crime-in-los-angeles/>

¹⁰⁵ URL:

<https://www.google.com/maps/d/viewer?mid=1MyoToeYPKEx54C3BPdbIKZKaRQ&msa=0&dg=feature&ll=34.02655725402644%2C-118.28260669858008&z=15>

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As staff and students return to this campus in the fall, the safety and security team expects to see negative impacts due to this college being a target-rich environment as it's located in an area with an overall astounding crime rate 412% higher than the national average¹⁰⁶ and increasingly violent crimes are rising in Los Angeles County.¹⁰⁷

The recommended level of staffing for fall 2021 returns Trade-Tech College to the pre-pandemic level of staffing but in a slightly different configuration (cost savings) by adding a security officer in lieu of one former dedicated sergeant item there.

The *recommended* level of staffing for fall 2021 is not necessarily the *ideal* level of staffing indefinitely for optimal safety and security; rather, these recommendations are based upon a pragmatic assessment of many aforementioned factors to determine a *reasonable* deployment given the limited budget constraints resulting from lower projected enrollment this semester as campuses seek to return to normalcy in the academic year ahead.

Further assessment will be necessary in early 2022, to determine the suggested minimum security needs for the spring semester as crime trends, State and County restrictions on COVID-19, the estimated student enrollment for spring and other factors become clearer.

¹⁰⁶ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021. Refer to URL: [South Park, CA Crime Rates & Map \(areavibes.com\)](https://www.areavibes.com/crime-rates-map/south-park-ca/)

¹⁰⁷ Refer to URL: <https://www.foxnews.com/us/violent-crime-los-angeles-rapid-pace-sheriffs-statistics-show>

LOS ANGELES SOUTHWEST COLLEGE

Student Population:	12,056¹⁰⁸ (Pre-COVID-19)
Projected Population:¹⁰⁹	3,014 to 6,028 (estimated on-campus for fall of 2021)
Campus Size:	78 acres
Buildings Sq. Ft:	989,439 ft²
Area Threats:	Highest concern is thefts, assaults, burglary and vandalism¹¹⁰ Impact by area homeless non-students from south (freeway) Gangs directly impact campus and violent crime trends¹¹¹ Chance of being a crime victim = 1 in 22 +348% higher violent crimes in vicinity vs. <u>national</u> average¹¹² +39% higher property crimes in vicinity vs. <u>national</u> average¹¹³ Violent and property crimes in vicinity exceeds <u>state</u> average¹¹⁴

Fall Recommendation: **Add (+1) security officer on EM shift**

(1) rover reassigned to this campus on EM shift

Los Angeles Southwest College (“Southwest”) protection includes 14 buildings, 15 storage containers, 8 parking structures and 2 bungalows. This campus includes a child development center, high school, library, labs, maintenance facility/yard, surface parking lots, athletic fields, sports facilities and open space. The nursing program location adds vulnerability being isolated at the southwest corner of the property with limited parking that forces some students to park and walk considerable distance parallel to a problematic motel. Ease of access from the south side of campus (along 105 freeway corridor) makes an attractive nuisance for homeless non-students.

¹⁰⁸ LACCD website “Fast Facts” at URL: <https://www.laccd.edu/departments/epie/research/pages/fast-facts.aspx>

¹⁰⁹ Estimated at 25-50% as projected at DAC meeting in June 2021; actual figures will not be known until late August according to deputy chancellor due to the unusual impacts of COVID-19 and continuing changes in State and County Public Health Department rules / restrictions during the enrollment period for fall of 2021.

¹¹⁰ Based on actual crimes reported affecting campus for past five years (LASD College Bureau data in LARCIS)

¹¹¹ Refer to NBC News report at URL: <https://www.nbclosangeles.com/news/local/2021-violent-crime-in-los-angeles-continues-lapd/2612701/>

¹¹² Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021 Refer to <https://www.areavibes.com/los+angeles-ca/south+los+angeles/crime/>

¹¹³ Ibid.

¹¹⁴ Ibid.

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There is a large field at the south end of the property and multiple out-of-view niches that attract homeless non-students to the campus. This partially open campus has some fencing to restrict access onto the campus but multiple local homeless have learned how to defeat the campus gates due to design flaw that allows all but the largest person to crawl under the main gate opening at Imperial Hwy/Denker Avenue.

CONCERNS ABOUT CURRENT SECURITY / SAFETY STAFFING ON THIS CAMPUS

Two deputies and ten (10) security officers are currently assigned to protect Southwest College throughout the week. The number of current armed officers and deputies covering all seven days (24-hours daily) is considered below minimum recommended level for when this campus is reopened to students and staff.

It should be noted; the CCB staffing evaluation in spring of 2021 concluded that this campus was understaffed, under-protected and vulnerable to underappreciated threats prior to the pandemic. The proposed staffing for LACCD in the fall of 2021 seeks to rebalance available resources, making smarter use of rovers, and carefully deploying new staff rejoining the Bureau. As such, by reallocating one (1) rover deputy and adding one (1) security officer, this deployment plan helps overcome some of the security team’s concerns about staffing shortage on the EM shift at this campus.

The lack of staffing to provide adequate EM shift coverage (due to highest incidents of thefts) was among the highest concerns raised by the Hillard-Heinze consultants in their presentations and report to LACCD in June and July 2021.¹¹⁵

SCHEDULING & RELIEF FACTORS

With just two security officers on EM shift currently, Southwest College goes below minimum staffing for the majority of each week, as reflected on the table below. There are insufficient staff to both monitor the office cameras, alarms, walk-up window and phones and still provide proactive patrols to deter crime(s) on campus. Tuesdays through Thursdays are not much better currently, as shown:

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
✓	✓	✓	✓	✓		
		✓	✓	✓	✓	✓
1	1	2	2	2	1	1

It should be noted; the shift scheduling example provided in this section reflects a “best-case” scenario involving 100% availability of both armed staff for each shift. The LACCD contracted

¹¹⁵ Hillard-Heinze Consultant Chad McGinty during presentations/report in July of 2021 to LACCD stakeholders.

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positions for College Bureau are “*non-relief*” personnel; therefore, staffing contracted for does not include backfill coverage when vacancies occur due to sick callouts, vacation time off, FMLA or other leave required by law, holidays, attendance at mandatory training, et al.

The lack of adequate staffing to provide relief coverage was among the most notable concerns raised by the Hillard-Heinze consultants in their reports to LACCD in June and July 2021.¹¹⁶

When vacancies occur, the team leader must try to self-adjust or change other staff schedules to ensure adequate coverage on each campus. A shift vacancy may temporarily go unfilled in some cases depending on total available staffing and activity level anticipated on the campus for that shift.

OTHER FACTORS

Southwest College has seen persons experiencing homelessness trespassing along the south side of the campus in the open space just north of the 105 freeway. Many homeless persons experience mental health challenges and co-occurring substance use disorders; schizophrenia and other psychotic disorders are known to be highly prevalent among homeless people.¹¹⁷ The likelihood of negative encounters with this local homeless and mentally-ill population poses a threat to Southwest College staff and students daily.

Southwest College is known to be in close proximity to at least eight local gangs. The increased activities of emboldened gangs in Los Angeles are listed among the troubling factors that have led to significantly higher prevalence of violent crimes being attributed to the negative social impacts of the worldwide pandemic.¹¹⁸ The campus is within closest proximity to territory claimed by, South Los, 120 Raymond Crips, Westside 112 Hoover Criminal Gang, and 127 Harvard Gangster Crips to name a few.¹¹⁹

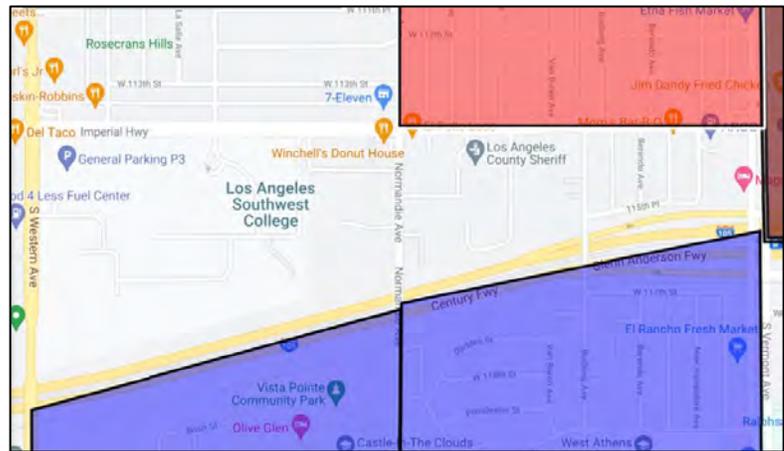


Figure 5 – Gang “Territories” Claimed Local to Southwest

¹¹⁶ Hillard-Heinze Consultant Chad McGinty during presentations/report in July of 2021 to LACCD stakeholders.

¹¹⁷ Ayano, G., Tesfaw, G. & Shumet, S. The prevalence of schizophrenia and other psychotic disorders among homeless people: a systematic review and meta-analysis. *BMC Psychiatry* 19, 370 (2019).

<https://doi.org/10.1186/s12888-019-2361-7>

¹¹⁸ Los Angeles Magazine at URL: <https://www.lamag.com/citythinkblog/crime-in-los-angeles/>

¹¹⁹ URL:

<https://www.google.com/maps/d/viewer?mid=1MyoToeYPKEx54C3BPdbIKZEKaRQ&msa=0&dg=feature&ll=33.92655612846479%2C-118.3002579192005&z=16>

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During the pandemic, the impact of being below the recommended level of staffing for safety and security was largely mitigated at this campus when nearly all staff and students were restricted from being on campus for more than a year. Most parking lots remained empty, outside of being used for Covid-19 vaccination clinics, so the availability of potential victims significantly lessened the opportunities at this main and satellite campus for thefts and person-to-person crimes during pandemic shutdowns.

Temporarily locking some gates, monitored fencing and establishing controlled-access checkpoints was highly effective at restricting incidents or trespassing and helped reduce burglaries and incidents of thefts on campus during the pandemic. As staff and students return to this campus in the fall, the safety and security team expects to see increased threats to the campus community due to this college being a target-rich environment located in an area with an overall crime rate 86% higher than the national average¹²⁰ and increasingly violent crimes are rising in Los Angeles County.¹²¹

The *recommended* level of staffing for fall 2021 is not necessarily the *ideal* level of staffing indefinitely for optimal safety and security; rather, these recommendations are based upon a pragmatic assessment of many aforementioned factors to determine a *reasonable* deployment given the limited budget constraints resulting from lower projected enrollment this semester as campuses seek to return to normalcy in the academic year ahead.

Further assessment will be necessary in early 2022, to determine the suggested minimum security needs for the spring semester as crime trends, State and County restrictions on COVID-19, the estimated student enrollment for spring and other factors become clearer.

¹²⁰ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021. Refer to URL: <https://www.areavibes.com/los+angeles-ca/south+los+angeles/crime/>

¹²¹ Refer to URL: <https://www.foxnews.com/us/violent-crime-los-angeles-rapid-pace-sheriffs-statistics-show>

LOS ANGELES HARBOR COLLEGE

Student Population:	12,647¹²² (Pre-COVID-19)
Projected Population:¹²³	3,162 to 6,323 (estimated on-campus for fall of 2021)
Campus Size:	65 acres
Buildings Sq. Ft:	843,086 ft²
Area Threats:	Highest concern is burglary, thefts, GTA's, and vandalism¹²⁴ Persistent negative impact by area homeless non-students Gangs in area contribute to worsening violent crime trends¹²⁵ Chance of being a crime victim = 1 in 38 +64% higher violent crimes in vicinity vs. <u>national</u> average¹²⁶ -5% lower property crimes in vicinity vs. <u>national</u> average¹²⁷ Violent crimes in vicinity exceeds <u>state</u> average; thefts slightly higher than <u>state</u> averages¹²⁸

Fall Recommendation: Add (+1) deputy and add (+1) EM security officer

Los Angeles Harbor College (“Harbor College”) protection includes 40 buildings, 6 storage structures, 1 large parking structure, and surface parking lots, in addition to a child development center, a high school within campus, library, labs, maintenance facility/yard, athletic fields, sports facilities and vast open space. The proximity to swamplands, Ken Malloy Park, Machado Lake, and the surrounding open space, coupled with ease of open access (lack of perimeter fencing) and proximity to “tiny homes” and other nearby homeless non-student encampments makes this campus vulnerable as an attractive nuisance.

The ease of access onto campus from all sides and multiple out-of-view niches attracts homeless non-students to the campus regularly. This mostly open campus has very limited fencing to restrict access onto the campus and multiple local homeless have learned how to

¹²² LACCD website “Fast Facts” at URL: <https://www.laccd.edu/departments/epie/research/pages/fast-facts.aspx>

¹²³ Estimated at 25-50% as projected at DAC meeting in June 2021; actual figures will not be known until late August according to deputy chancellor due to the unusual impacts of COVID-19 and continuing changes in State and County Public Health Department rules / restrictions during the enrollment period for fall of 2021.

¹²⁴ Based on actual crimes reported affecting campus for past five years (LASD College Bureau data in LARCIS)

¹²⁵ Refer to NBC News report at URL: <https://www.nbclosangeles.com/news/local/2021-violent-crime-in-los-angeles-continues-lapd/2612701/>

¹²⁶ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021 Refer to <https://www.areavibes.com/los+angeles-ca/wilmington/crime/>

¹²⁷ Ibid.

¹²⁸ Ibid.

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defeat the campus fencing easily by cutting the chain-link in multiple places along the south fence line (a regular, reoccurring problem here).

The nearby persons experiencing homelessness have recently been starting very dangerous fires in the open space on and off campus (immediately adjacent to the) property. The impact of non-student homeless persons vandalizing campus property has become increasingly more frequent at this campus.

SPECIFIC CONCERNS ABOUT STAFFING ON THIS CAMPUS

Along with a team leader to liaison with the college and handle team administrative needs and scheduling, one (1) deputy sheriff generalist and nine (9) security officers are currently assigned to protect Harbor College throughout the week. The number of current armed officers and deputies covering all seven days (24-hours daily) is considered below minimum recommended level for when this campus is reopened to students and staff.

SCHEDULING & RELIEF FACTORS

With just three security officers on both EM and AM shifts currently, Harbor College goes below minimum staffing on weekends currently, as reflected on the table below. There are insufficient staff to both monitor the office cameras, alarms, walk-up window and phones and still provide proactive patrols to deter crime(s) on campus. Mondays and Fridays are not much better currently.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓		
		✓	✓	✓	✓	✓
1	2	3	3	3	2	1

It should be noted; the shift scheduling example provided above reflects a “best-case” scenario involving 100% availability of the armed staffing for each shift. The LACCD contracted positions for College Bureau are “*non-relief*” personnel; therefore, staffing contracted for does not include backfill coverage when vacancies occur due to sick callouts, vacation time off, FMLA or other leave required by law, holidays, attendance at mandatory training, et al.

The lack of adequate staffing to provide both relief coverage personnel and adequate EM shift coverage was among the most notable concerns raised by the Hillard-Heinze consultants in their presentations and report to LACCD in June and July 2021.¹²⁹

¹²⁹ Hillard-Heinze Consultant Chad McGinty during presentations/report in July of 2021 to LACCD stakeholders.

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When vacancies occur, the team leader must try to self-adjust or change other staff schedules to ensure adequate coverage on each campus. A shift vacancy may temporarily go unfilled in some cases depending on total available staffing and activity level anticipated on the campus for that shift.

OTHER FACTORS

Harbor College has a higher-than-average number of persons experiencing homelessness living all around the campus. Many homeless persons experience mental health challenges and co-occurring substance use disorders; schizophrenia and other psychotic disorders are known to be highly prevalent among homeless people.¹³⁰ The likelihood of negative encounters with this local homeless and mentally-ill population poses a threat to Harbor College staff and students daily.

Harbor College is known to be within the overlapping areas of several local gangs. The increased activities of emboldened gangs in the City of Los Angeles are listed among the troubling factors that have led to significantly higher prevalence of violent crimes being attributed to the negative social impacts of the worldwide pandemic.¹³¹ This map reflects the claimed territories of three notorious gangs that endanger Harbor College campus: Westside Wilmas, Varrío Harbor City Rifa, and East Side Torrance gangs.¹³²

During the pandemic, the impact of being below the recommended level of staffing for safety and security was largely mitigated at this campus when nearly all staff and students were restricted from being on campus for more than a year. Most parking lots remained empty, so the availability of potential victims significantly lessened the opportunities at this main and satellite campus for thefts and person-to-person crimes during COVID-19 shutdowns.

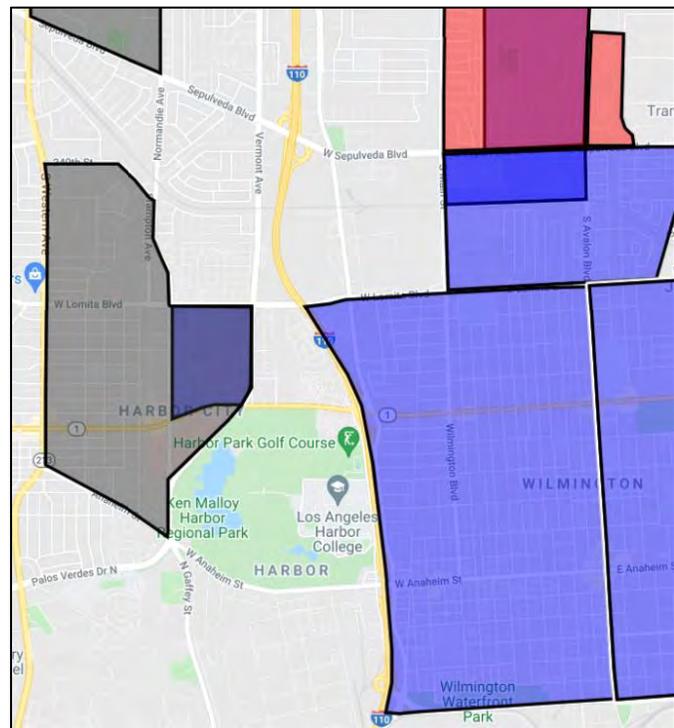


Figure 6 - Gang Territories "Claimed" Near the College

¹³⁰ Ayano, G., Tesfaw, G. & Shumet, S. The prevalence of schizophrenia and other psychotic disorders among homeless people: a systematic review and meta-analysis. *BMC Psychiatry* 19, 370 (2019). <https://doi.org/10.1186/s12888-019-2361-7>

¹³¹ Los Angeles Magazine at URL: <https://www.lamag.com/citythinkblog/crime-in-los-angeles/>

¹³² Refer to URL: [California Gang Territories - Google My Maps](#)

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As staff and students return to this campus in the fall, the safety and security team expects to see negative impacts due to this college being a target-rich environment as it's located in an area with an overall crime rate 6% higher than the national average¹³³ and increasingly violent crimes are rising in Los Angeles County.¹³⁴

It should be noted; the CCB staffing evaluation in spring of 2021 concluded that this campus was understaffed, under-protected and vulnerable to underappreciated threats prior to the pandemic. The proposed staffing for LACCD in the fall of 2021 seeks to rebalance available resources, making smarter use of rovers, and carefully deploying new staff rejoining the Bureau. As such, this deployment plan helps overcome some of the safety team staffing shortage at this campus.

The recommended level of staffing for fall 2021 is not necessarily the *ideal* level of staffing indefinitely for optimal safety and security; rather, these recommendations are based upon a pragmatic assessment of many aforementioned factors to determine a *reasonable* deployment given the limited budget constraints resulting from lower projected enrollment this semester as campuses seek to return to normalcy in the academic year ahead.

Further assessment will be necessary in early 2022, to determine the suggested minimum security needs for the spring semester as crime trends, State and County restrictions on COVID-19, the estimated student enrollment for spring and other factors become clearer.

¹³³ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021. Refer to URL: <https://www.areavibes.com/los+angeles-ca/wilmington/crime/>

¹³⁴ Refer to URL: <https://www.foxnews.com/us/violent-crime-los-angeles-rapid-pace-sheriffs-statistics-show>

LOS ANGELES MISSION COLLEGE

Student Population:	10,098¹³⁵ (Pre-COVID-19)
Projected Population:¹³⁶	2,524 to 5,049 (estimated on-campus for fall of 2021)
Campus Size:	36 acres
Buildings Sq. Ft:	953,938 ft²
Area Threats:	Highest concern is burglary, thefts, and vandalism¹³⁷ Persistent negative impact by homeless non-students Chance of being a crime victim = 1 in 53 +1% higher violent crimes in vicinity vs. <u>national</u> average¹³⁸ -28% lower property crimes in vicinity vs. <u>national</u> average¹³⁹ Violent and property crimes in vicinity near <u>state</u> average¹⁴⁰
Fall Recommendation:	Add (+2) security officers

Los Angeles Mission College (“Mission College”) protection includes 12 buildings, 1 bungalow, 1 parking structure in addition to a library, labs, child development center, maintenance facility/yard, surface parking lots, athletic fields, health fitness & athletics complex and open space.

The CMS (east annex) building is physically separated from the main campus. The east building is the end of Metro bus line 230, which runs weekdays from 4:53 a.m. to 10:27 p.m.¹⁴¹ Hillside access with easily scalable chain-link fencing and bus line 230 with 62 stops in the San Fernando Valley daily ending at the LA Mission College “layover” (where Metro makes all occupants exit all busses) makes LA Mission College and increasingly attractive nuisance for homeless non-students. This campus owns tertiary property at 720 Foothill Blvd and a fourth property at 13211 Hubbard Street; both require periodic patrols of these locations too.

¹³⁵ LACCD website “Fast Facts” at URL: <https://www.laccd.edu/departments/epie/research/pages/fast-facts.aspx>

¹³⁶ Estimated at 25-50% as projected at DAC meeting in June 2021; actual figures will not be known until late August according to deputy chancellor due to the unusual impacts of COVID-19 and continuing changes in State and County Public Health Department rules / restrictions during the enrollment period for fall of 2021.

¹³⁷ Based on actual crimes reported affecting campus for past five years (LASD College Bureau data in LARCIS)

¹³⁸ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021 Refer to <https://www.areavibes.com/los+angeles-ca/sylmar/crime/>

¹³⁹ Ibid.

¹⁴⁰ Ibid.

¹⁴¹ Refer to URL: https://moovitapp.com/index/en/public_transit-line-230-Los_Angeles_CA-302-1177-469180-1

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LA Mission College main campus is an open concept with very limited fencing to restrict access onto the campus. Shade from the parking structure, close proximity to a County park, along with ease of access onto campus from all sides and out-of-view niches attracts homeless non-students to the main campus.

Most of the homeless persons encountered at the main campus and the east annex facility have a substance use and/or mental health disorder although not all disorders qualify a person as a danger to themselves or others; those that do not qualify for a MET response could benefit from HEAT program interventions if the LACCD reinstates that program.

SPECIFIC CONCERNS ABOUT STAFFING ON THIS CAMPUS

The current staffing level is inadequate to protect occupants of the main campus and east annex campus buildings on both the EM (“early morning”) and PM shifts. For the EM shift, there are currently just two security officers dedicated to this campus seven days per week. This means, the officers work alone most days of the week when their work days are stretched out to cover seven days. Working alone, one officer cannot monitor all campus cameras and respond to check the security of all facilities at both the main and east campuses. Working alone, a lone security officer cannot safely check suspicious persons on both campuses.

The following table visually demonstrates the poor existing coverage on the EM shift for protecting both main and east annex campus facilities:

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
✓	✓	✓	✓	✓		
		✓	✓	✓	✓	✓
1	1	2	2	2	1	1

At least one (+1) additional security officer is needed for the fall 2021 term and beyond. This would be an improvement to benefit staff and campus safety on EM shift.

The lack of adequate staffing to provide relief and EM shift coverage was among the most notable concerns raised by the Hillard-Heinze consultants in their reports to LACCD in June and July 2021.¹⁴²

SCHEDULING & RELIEF FACTORS

By adding one security officer to the PM shift rotation, there would be an average of 2.1 officers on duty per shift daily as opposed to having the current average of just 1.4 officers on duty daily to cover both main and east annex facilities, et al. The additional security officer

¹⁴² Hillard-Heinze Consultant Chad McGinty during presentations/report in July of 2021 to LACCD stakeholders.

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would help address student and staff safety concerns on PM shift as expressed to Hillard-Heinze during the recent town hall meetings with employees and students about their desire for improved safety and security. An additional staff member on PM and EM will allow the security officers to be seen more often after night classes let out and fulfill more requests for escorts than they are capable of currently.

It should be noted; the shift scheduling examples provided in this section reflect a “best-case” scenario involving 100% availability of the armed staffing for each shift. The LACCD contracted positions for College Bureau are “*non-relief*” personnel; therefore, staffing contracted for does not include backfill coverage when vacancies occur due to sick callouts, vacation time off, FMLA or other leave required by law, holidays, attendance at mandatory training, et al.

The lack of adequate staffing to provide both relief and EM shift coverage was among the most notable concerns raised by the Hillard-Heinze consultants in their reports to LACCD in June and July 2021.¹⁴³

OTHER FACTORS

Mission College has a significantly worsening problem with persons experiencing homelessness exiting busses at the east campus, then loitering all around both campuses and the nearby park. Many homeless persons experience mental health challenges and co-occurring substance use disorders; schizophrenia and other psychotic disorders are known to be highly prevalent among homeless people.¹⁴⁴

Mission College has recently experienced very sick individuals with serious mental illness, which necessitated they were placed on involuntary holds and hospitalized. Without intervention by security officers and deputies, these people represented significant threats to themselves and others. The likelihood of negative encounters with this increasing local homeless and mentally-ill population poses a threat to Mission College staff and students daily. The physical separate between the two campuses exacerbates the problem of being unable to consistently provide security for both portions of the campus at once.

This campus owns two off-site properties that receive periodic patrols. Prior to the pandemic, rather than hiring a dedicated guard, overtime was used to fund supplemental coverage for protecting those sites. When students return to the campus this fall, a decision must be made whether those supplemental patrols will resume (with funding), let the properties go unwatched most of the time, or leave the campus unprotected while conducting those patrol checks regularly.

¹⁴³ Hillard-Heinze Consultant Chad McGinty during presentations/report in July of 2021 to LACCD stakeholders.

¹⁴⁴ Ayano, G., Tesfaw, G. & Shumet, S. The prevalence of schizophrenia and other psychotic disorders among homeless people: a systematic review and meta-analysis. *BMC Psychiatry* 19, 370 (2019).
<https://doi.org/10.1186/s12888-019-2361-7>

COMMUNITY COLLEGE BUREAU – PLANNING FOR FALL OF 2021

RECOMMENDED CONTRACT STAFFING CHANGES

Mission College is known to be nearby areas of two local gangs. The increased activities of emboldened gangs in the City of Los Angeles are listed among the troubling factors that have led to significantly higher prevalence of violent crimes being attributed to the negative social impacts of the worldwide pandemic.¹⁴⁵ The Varrio San Fer gang claims most of the territory southwest of Mission College as they dominate this section of the foothills region.¹⁴⁶ The Pacoima Piru Bloods claim the area south of Paxton Street / 118 freeway including nearby access to Lopez Canyon Road.

Despite the presence of these nearby gangs, the overall crime rate is reportedly 24% lower than the national average¹⁴⁷ although increasingly violent gang crimes are rising in Los Angeles County.¹⁴⁸

The recommended level of staffing for fall 2021 is not necessarily the *ideal* level of staffing indefinitely for optimal safety and security; rather, these recommendations are based upon a pragmatic assessment of many aforementioned factors to determine a *reasonable* deployment given the limited budget constraints resulting from lower projected enrollment this semester as campuses seek to return to normalcy in the academic year ahead.

Further assessment will be necessary in early 2022, to determine the suggested minimum security needs for the spring semester as crime trends, State and County restrictions on COVID-19, the estimated student enrollment for spring and other factors become clearer.

¹⁴⁵ Los Angeles Magazine at URL: <https://www.lamag.com/citythinkblog/crime-in-los-angeles/>

¹⁴⁶ Refer to URL:

<https://www.google.com/maps/d/viewer?mid=1MyoToeYPKEx54C3BPdbIKZEKaRQ&msa=0&dg=feature&ll=34.305960715624174%2C-118.42678932935632&z=14>

¹⁴⁷ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021. Refer to URL: <https://www.areavibes.com/los+angeles-ca/mid+wilshire/crime/>

¹⁴⁸ Refer to URL: <https://www.foxnews.com/us/violent-crime-los-angeles-rapid-pace-sheriffs-statistics-show>

LOS ANGELES VALLEY COLLEGE

Student Population:	26,796¹⁴⁹ (Pre-COVID-19)
Projected Population:¹⁵⁰	7,450 to 13,400 (estimated on-campus for fall of 2021)
Campus Size:	105 acres
Buildings Sq. Ft:	1.25 million ft²
Area Threats:	Highest concern is burglary, thefts, GTA's, and vandalism¹⁵¹ Persistent negative impact by area homeless non-students Gangs in area contribute to worsening violent crime trends¹⁵² Chance of being a crime victim = 1 in 37 +36% higher violent crime in vicinity vs. <u>national</u> average¹⁵³ +6% higher property crime in vicinity vs. <u>national</u> average¹⁵⁴ Violent and property crime in vicinity exceeds <u>state</u> average¹⁵⁵
Fall Recommendation:	Add (+2) security officers (1) rover <u>reassigned to this campus on EM shift</u>

Los Angeles Valley College (“Valley College”) protection includes 80 buildings and a parking structure + major construction of new Arts Building (opens 2021), including child development center, library, labs, maintenance facility/yard, surface parking lots, athletic fields, sports facilities and open space. Ease of access makes attractive nuisance for homeless non-students. Adding another 200,000 ft² Theater Arts building early 2022.

This campus is wide open with very limited fencing to restrict access onto the campus and multiple local homeless have learned how to defeat the camera system easily by exploiting areas outside the viewing of cameras.

¹⁴⁹ LACCD website “Fast Facts” at URL: <https://www.laccd.edu/departments/epie/research/pages/fast-facts.aspx>

¹⁵⁰ Estimated at 25-50% as projected at DAC meeting in June 2021; actual figures will not be known until late August according to deputy chancellor due to the unusual impacts of COVID-19 and continuing changes in State and County Public Health Department rules / restrictions during the enrollment period for fall of 2021.

¹⁵¹ Based on actual crimes reported affecting campus for past five years (LASD College Bureau data in LARCIS)

¹⁵² Refer to NBC News report at URL: <https://www.nbclosangeles.com/news/local/2021-violent-crime-in-los-angeles-continues-lapd/2612701/>

¹⁵³ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021 Refer to <https://www.areavibes.com/los+angeles-ca/van+nuys/crime/>

¹⁵⁴ Ibid.

¹⁵⁵ Ibid.

COMMUNITY COLLEGE BUREAU – PLANNING FOR FALL OF 2021

RECOMMENDED CONTRACT STAFFING CHANGES

SPECIFIC CONCERNS ABOUT STAFFING ON THIS CAMPUS

Along with a team leader to liaison with the college, handle administrative needs and staff scheduling, one deputy and nine (9) security officers are currently assigned to protect Valley College throughout the week. This level of staffing reflects an agreed upon *temporary* reduction of four (-4) security officers curtailed during the pandemic. The number of current armed officers and deputies covering all seven days (24-hours daily) is considered below minimum recommended level for when this campus is reopened to students and staff.

SCHEDULING & RELIEF FACTORS

With just three security officers on EM and PM shifts currently, Valley College goes below minimum staffing on weekends currently on both shifts, as reflected on the table below. There are insufficient staff to both monitor the office cameras, alarms, walk-up window and phones and still provide proactive patrols to deter crime(s) on campus. Mondays and Fridays are not much better currently, as shown below:

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓		
		✓	✓	✓	✓	✓
1	2	3	3	3	2	1

With regard to AM shift coverage, Valley College currently has a 4-staff rotation which is generally fulfilled in one of two configurations and equates to an average of just 2.9 staff per day. With students returning, these staff will be overwhelmed due to the campus acreage, square footage, and number of buildings compounded by the unique challenges of this campus including unoccupied buildings that attract homeless non-students to the south end of the property and multiple stairwells, hidden elevators and platforms where the homeless non-students camp if not continually directed to leave.

It should be noted; the shift scheduling examples provided in this section reflect a “best-case” scenario involving 100% availability of the armed staffing for each shift. The LACCD contracted positions for College Bureau are “*non-relief*” personnel; therefore, staffing contracted for does not include backfill coverage when vacancies occur due to sick callouts, vacation time off, FMLA or other leave required by law, holidays, attendance at mandatory training, et al. The lack of adequate staffing to provide relief coverage and insufficient EM shift coverage was among the most notable concerns raised by the Hillard-Heinze consultants in their presentations and report to LACCD in June and July 2021.¹⁵⁶

¹⁵⁶ Hillard-Heinze Consultant Chad McGinty during presentations/report in July of 2021 to LACCD stakeholders.

COMMUNITY COLLEGE BUREAU – PLANNING FOR FALL OF 2021

RECOMMENDED CONTRACT STAFFING CHANGES

When vacancies occur, the team leader must try to self-adjust or change other staff schedules to ensure adequate coverage on each campus. A shift vacancy may temporarily go unfilled in some cases depending on total available staffing and activity level anticipated on the campus for that shift.

By adjusting one rover to be regularly assigned to Valley College on EM shift, this will add a vital resource needed to allow this campus to have the minimum staffing necessary to become a more proactive security force during the overnight hours, 10 p.m.- 6 a.m. By adding one (1) security officer to AM shift and (1) security officer to PM shift, this will allow the team leader to have some relief factor and potentially could consider using one officer for AM/PM or PM/EM overlap coverage shift to maximize safety and security at the campus. This could be particularly helpful if there are a lot of student and staff safety escorts requested during hours of darkness, as outlined by the consultant in the Hillard-Heinze presentations of findings recently.

OTHER FACTORS

Valley College has a higher-than-average number of persons experiencing homelessness living all around the campus. Many homeless persons experience mental health challenges and co-occurring substance use disorders; schizophrenia and other psychotic disorders are known to be highly prevalent among homeless people.¹⁵⁷ This remains one of the toughest challenges for the security team at this campus.

In June 2021, the security officers at Valley College encountered a wanted parolee who was homeless and trespassing on the campus. The likelihood of negative encounters with the local homeless and mentally-ill population poses a threat to Valley College staff and students daily. Valley College is known to be within close proximity to several local gangs. The increased activities of emboldened gangs in the City of Los Angeles are listed among the troubling factors that have led to significantly higher prevalence of violent crimes being attributed to the negative social impacts of the worldwide pandemic.¹⁵⁸

The map shown on the next page reflects the claimed territory of Barrio Van Nuys, Valley Glen Assassin Kriminals, Mara Salvatrucha, Alley Locos, and Whitset Avenue Gangster Crips.¹⁵⁹ Most are within just blocks from the campus.

¹⁵⁷ Ayano, G., Tesfaw, G. & Shumet, S. The prevalence of schizophrenia and other psychotic disorders among homeless people: a systematic review and meta-analysis. *BMC Psychiatry* 19, 370 (2019).
<https://doi.org/10.1186/s12888-019-2361-7>

¹⁵⁸ Los Angeles Magazine at URL: <https://www.lamag.com/citythinkblog/crime-in-los-angeles/>

¹⁵⁹ URL: [California Gang Territories - Google My Maps](#)

COMMUNITY COLLEGE BUREAU – PLANNING FOR FALL OF 2021

RECOMMENDED CONTRACT STAFFING CHANGES

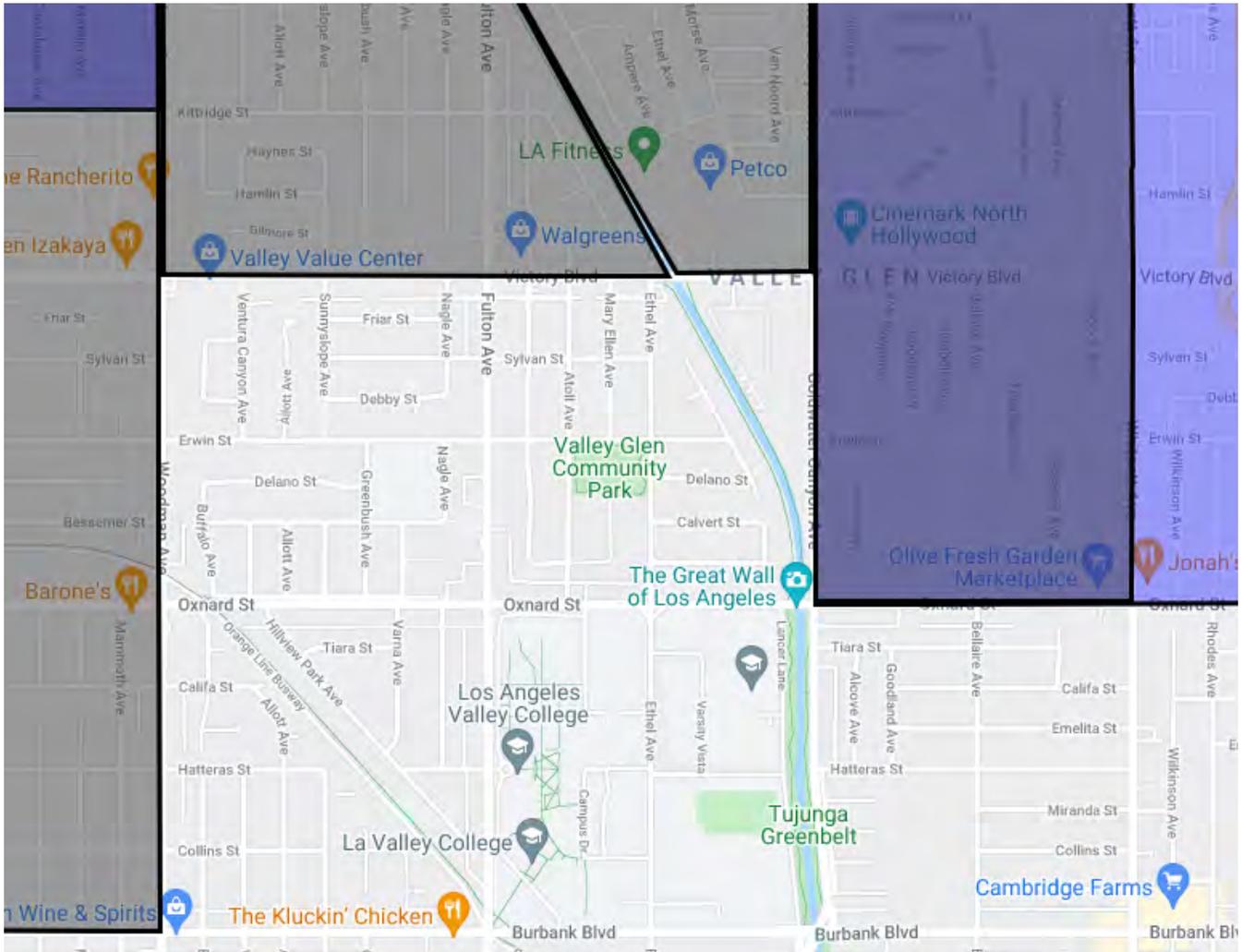


Figure 7- Gang Territories “Claimed” Near Los Angeles Valley College

During the pandemic, the impact of being below the recommended level of staffing for safety and security was largely mitigated at this campus when nearly all staff and students were restricted from being on campus for more than a year. Most parking lots remained empty, so the availability of potential victims significantly lessened the opportunities at this main and satellite campus for thefts and person-to-person crimes during COVID-19 shutdowns.

As staff and students return to this campus in the fall, the safety and security team expects to see negative impacts due to this college being a target-rich environment as it’s located in an area with an overall crime rate 11% higher than the national average¹⁶⁰ and increasingly violent crimes are rising in Los Angeles County.¹⁶¹

¹⁶⁰ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021. Refer to URL: <https://www.areavibes.com/los+angeles-ca/mid+wilshire/crime/>

¹⁶¹ Refer to URL: <https://www.foxnews.com/us/violent-crime-los-angeles-rapid-pace-sheriffs-statistics-show>

COMMUNITY COLLEGE BUREAU – PLANNING FOR FALL OF 2021

RECOMMENDED CONTRACT STAFFING CHANGES

The recommended level of staffing for fall 2021 does not return Valley College to the prior pre-pandemic level of staffing.

The recommended level of staffing for fall 2021 is not necessarily the *ideal* level of staffing indefinitely for optimal safety and security; rather, these recommendations are based upon a pragmatic assessment of many aforementioned factors to determine a *reasonable* deployment given the limited budget constraints resulting from lower projected enrollment this semester as campuses seek to return to normalcy in the academic year ahead.

Further assessment will be necessary in early 2022, to determine the suggested minimum security needs for the spring semester as crime trends, State and County restrictions on COVID-19, the estimated student enrollment for spring and other factors become clearer.

LOS ANGELES PIERCE COLLEGE

Student Population:	29,056¹⁶² (Pre-COVID-19)
Projected Population:¹⁶³	7,264 to 14,528 (estimated on-campus for fall of 2021)
Campus Size:	426 acres
Buildings Sq. Ft:	982,590 ft²
Area Threats:	Highest concern is burglary, thefts, GTA's, fire¹⁶⁴ Persistent negative impact by area homeless non-students Gangs in city contribute to worsening violent crime trends¹⁶⁵ Chance of being a crime victim = 1 in 44 +27% higher violent crimes in vicinity vs. <u>national</u> average¹⁶⁶ -15% lower property crimes in vicinity vs. <u>national</u> average¹⁶⁷
Fall Recommendation:	Add (+1) security officer (1) rover <u>reassigned</u> to this campus on EM shift

Los Angeles Pierce College (“Pierce College”) protection includes 58 buildings, 200 farm animals, including a child development center, library, labs, maintenance facility/yard, surface parking lots, athletic fields, sports facilities and the most expansive property in the District with massive open space, rolling hills terrain and remote trails at this college. There is significant distance between surface parking lots on each side of this campus.

¹⁶² LACCD website “Fast Facts” at URL: <https://www.laccd.edu/departments/epie/research/pages/fast-facts.aspx>

¹⁶³ Estimated at 25-50% as projected at DAC meeting in June 2021; actual figures will not be known until late August according to deputy chancellor due to the unusual impacts of COVID-19 and continuing changes in State and County Public Health Department rules / restrictions during the enrollment period for fall of 2021.

¹⁶⁴ Based on actual crimes reported affecting campus for past five years (LASD College Bureau data in LARCIS)

¹⁶⁵ Refer to NBC News report at URL: <https://www.nbclosangeles.com/news/local/2021-violent-crime-in-los-angeles-continues-lapd/2612701/>

¹⁶⁶ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021 Refer to <https://www.areavibes.com/los+angeles-ca/winnetka/crime/>

¹⁶⁷ Ibid.

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RECOMMENDED CONTRACT STAFFING CHANGES

SPECIFIC CONCERNS ABOUT STAFFING ON THIS CAMPUS

Along with a team leader to liaison with the college, handle administrative needs and staff scheduling, two (2) deputies and ten (10) security officers are currently assigned to protect Pierce College throughout the week. This level of staffing reflects an agreed upon *temporary* reduction of three (-3) security officers curtailed during the pandemic. The number of current armed officers and deputies covering all seven days (24-hours daily) is considered below minimum recommended level for when this campus is reopened to students and staff.

Currently, Pierce College neither has cadets, nor will there be anyone in the office such as senior office assistant. This will mean that the team leader must pull a security officer in from the field for this coverage.

The team leader recommends opening the Mason gate; otherwise, students will have to drive all the way around, though Lot #8 and then into Lot #7 causing traffic issues.

Pierce College will also need someone to work the gate arm for all the staff that wants to park along Avenue of the Champions. Current staffing level for Mondays is three security officers. The team leader believes staff will be stretched too thin, especially with all the door requests that occur the first week.

CCB staff will also be busy handling all the key check-outs for staff. The team leader suggested this duty may be best handled by Maintenance & Operations instead. This recommendation is consistent with the recommendations from the Hillard-Heinze consultant, to delegate non-essential duties that free up armed security officers to better protect the campus and to be available more often to engage with students in community policing activities.¹⁶⁸

SCHEDULING & RELIEF FACTORS

With just three security officers on the EM shift currently, Pierce College goes below minimum staffing on weekends, as reflected on the table below. There are insufficient staff to both monitor the office cameras, alarms, walk-up window and phones and still provide proactive patrols to deter crime(s) on campus. Mondays and Fridays are not much better currently, as shown below:

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓		
		✓	✓	✓	✓	✓
1	2	3	3	3	2	1

¹⁶⁸ Hillard-Heinze Consultant Chad McGinty during presentations/report in July of 2021 to LACCD stakeholders.

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By moving one existing rover to Pierce College to cover the EM shift, this helps balance coverage among four personnel allowing for an average of 2.9 personnel on EM shift nightly. This recommended change is consistent with the insufficient EM shift coverage reported by the Hillard-Heinze consultants in their presentations and report to LACCD in June and July 2021.¹⁶⁹

With regard to AM shift coverage, Pierce College currently has a 4-staff rotation which is generally fulfilled in one of two configurations and equates to an average of just 2.9 staff per day. With students returning, these staff will be overwhelmed due to the massive campus acreage, square footage and number of buildings compounded by the unique challenges of this campus topography and rolling hills that attract homeless non-students to the property if not continually directed to leave. The addition of one (1) security officer makes possible a 5-staff rotation which averages 3.6 personnel on duty daily – better coverage for a campus of this vast size, as shown below:

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓		
✓	✓	✓	✓	✓		
		✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓
2	3	5	5	5	3	2

It should be noted; the shift scheduling examples provided in this section reflect a “best-case” scenario involving 100% availability of the armed staffing for each shift. The LACCD contracted positions for College Bureau are “*non-relief*” personnel; therefore, staffing contracted for does not include backfill coverage when vacancies occur due to sick callouts, vacation time off, FMLA or other leave required by law, holidays, attendance at mandatory training, et al. The lack of adequate staffing to provide relief coverage was among the most notable concerns raised by the Hillard-Heinze consultants in their presentations and report to LACCD in June and July 2021.¹⁷⁰

When vacancies occur, the team leader must try to self-adjust or change other staff schedules to ensure adequate coverage on each campus. A shift vacancy may temporarily go unfilled in some cases depending on total available staffing and activity level anticipated on the campus for that shift.

¹⁶⁹ Hillard-Heinze Consultant Chad McGinty during presentations/report in July of 2021 to LACCD stakeholders.

¹⁷⁰ Ibid.

COMMUNITY COLLEGE BUREAU – PLANNING FOR FALL OF 2021

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By adjusting one rover to be regularly assigned to Pierce College on EM shift, this will add a vital resource needed to allow this campus to have the minimum staffing necessary to become a more proactive security force during the overnight hours, 10 p.m. – 6 a.m. By adding one (1) security officer to AM shift, this will allow the team leader to have some relief factor and potentially could consider using that officer for AM/PM overlap coverage shift to maximize safety and security at the campus during the most occupied hours. This could be particularly helpful if there are student and staff safety escorts requested during hours of darkness, as outlined by the consultant in the Hillard-Heinze presentation of findings recently.

OTHER FACTORS

Pierce College has had homeless persons trespass and camp all around the vast campus open space acreage where illegal fires have been a significant threat to campus safety. Many homeless persons experience mental health challenges and co-occurring substance use disorders; schizophrenia and other psychotic disorders are known to be highly prevalent among homeless people.¹⁷¹ Finding homeless persons on the trails, in the open spaces, and among the buildings on campus remains a constant security challenge for the officers at this campus.

Pierce College is known to be within the general proximity to at least three local gangs. The increased activities of emboldened gangs in the City of Los Angeles are listed among the troubling factors that have led to significantly higher prevalence of violent crimes being attributed to the negative social impacts of the worldwide pandemic.¹⁷²

Pierce College is in a geographic region of the west San Fernando Valley where the FBI UCR statistical data in 2020 revealed +27% higher violent crime rate as compared to the national average.¹⁷³ Just this past week, a bicyclist murdered a motorist by shooting into a moving vehicle after a brief encounter that began in the 6400 block of DeSoto Avenue, along the perimeter of Pierce College, just west of the Pierce Farm Center.¹⁷⁴ So, we know there's an armed and dangerous (still outstanding) suspect that has been riding around on a bicycle right along the campus border. This is just one of many threats that the campus is exposed to daily and we need to have sufficient staffing on hand to defend the campus and protect staff/students as much as we reasonably can.

¹⁷¹ Ayano, G., Tesfaw, G. & Shumet, S. The prevalence of schizophrenia and other psychotic disorders among homeless people: a systematic review and meta-analysis. *BMC Psychiatry* 19, 370 (2019).
<https://doi.org/10.1186/s12888-019-2361-7>

¹⁷² Los Angeles Magazine at URL: <https://www.lamag.com/citythinkblog/crime-in-los-angeles/>

¹⁷³ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021 Refer to <https://www.areavibes.com/los+angeles-ca/winnetka/crime/>

¹⁷⁴ URL: https://www.lapdonline.org/newsroom/news_view/67818

COMMUNITY COLLEGE BUREAU – PLANNING FOR FALL OF 2021

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The map shown below reflects the claimed territory of Canoga Park Alabama, Westside Reseda, and Southside Reseda gangs.¹⁷⁵ These gangs claim neighborhoods within just 2-3 blocks from the campus. Although not a persistent problem on campus, the existence of local gangs is a genuine threat as large numbers of people gathered at one place, buildings filled with valuable equipment worth stealing and volumes of parked cars spread across expansive surface level parking lots pose security challenges to protect against opportunists looking to further their criminal activities.

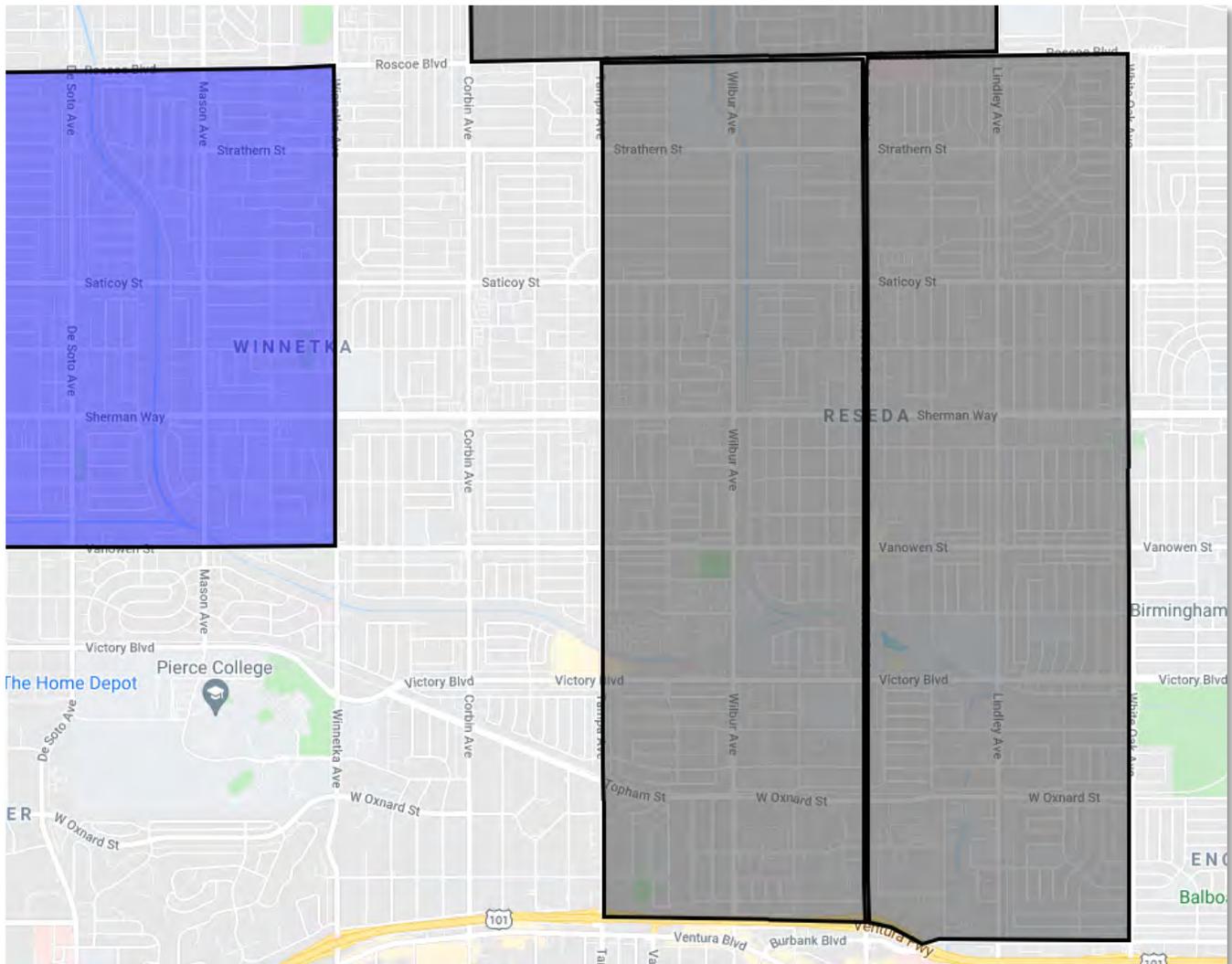


Figure 8 - Gang Territories “Claimed” Near Los Angeles Pierce College

During the pandemic, the impact of being below the recommended level of staffing for safety and security was largely mitigated at this campus when nearly all staff and students were restricted from being on campus for more than a year. Most parking lots remained empty,

¹⁷⁵ URL: [California Gang Territories - Google My Maps](#)

COMMUNITY COLLEGE BUREAU – PLANNING FOR FALL OF 2021

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aside from operating some vaccine clinics in a very controlled manner, so the availability of potential victims significantly lessened the opportunities at this campus for thefts and person-to-person crimes during COVID-19 shutdowns.

The recommended level of staffing for fall 2021 does not return Pierce College to the prior pre-pandemic level of staffing. But, it does help improve campus safety and security.

The recommended level of staffing for fall 2021 is not necessarily the *ideal* level of staffing indefinitely for optimal safety and security; rather, these recommendations are based upon a pragmatic assessment of many aforementioned factors to determine a *reasonable* deployment given the limited budget constraints resulting from lower projected enrollment this semester as campuses seek to return to normalcy in the academic year ahead.

Further assessment will be necessary in early 2022, to determine the suggested minimum security needs for the spring semester as crime trends, State and County restrictions on COVID-19, the estimated student enrollment for spring and other factors become clearer.

WEST LOS ANGELES COLLEGE

Student Population:	21,772¹⁷⁶ (Pre-COVID-19)
Projected Population:¹⁷⁷	5,443 to 10,886 (estimated on-campus for fall of 2021)
Campus Size:	72 acres
Buildings Sq. Ft:	921,471 ft²
Area Threats:	Highest concern is robbery, assaults, thefts, GTA's¹⁷⁸ Persistent negative impact by area homeless non-students Gangs in city contribute to worsening violent crime trends¹⁷⁹ Chance of being a crime victim = 1 in 37 +27% higher violent crimes in vicinity vs. <u>national</u> average¹⁸⁰ -15% lower property crimes in vicinity vs. <u>national</u> average¹⁸¹
Fall Recommendation:	Add (+1) security officer Add (+2) security officers if no intention to provide cadet / SOA

West Los Angeles College (“West LA College”) security and safety staff protects 75 buildings, 14 storage containers, and 1 large parking structure in addition to a large library, labs, maintenance facility/yard, surface parking lots, athletic fields, sports facilities, a dirt lot leased to car companies to park new vehicles on and unused open space. Ease of access and open space land owned by this college makes an attractive nuisance for homeless non-students.

This college owns one (1) “annex” building at 1700 Sepulveda Blvd, Los Angeles. This building is used for teaching motion picture classes. The facility there is patrolled daily by Community College Bureau (CCB) daily.

This campus currently has no cadets allocated and no SOA assigned to the security office. As a result, one SO must be used for desk coverage and monitoring blue phones, alarms, video

¹⁷⁶ LACCD website “Fast Facts” at URL: <https://www.laccd.edu/departments/epie/research/pages/fast-facts.aspx>

¹⁷⁷ Estimated at 25-50% as projected at DAC meeting in June 2021; actual figures will not be known until late August according to deputy chancellor due to the unusual impacts of COVID-19 and continuing changes in State and County Public Health Department rules / restrictions during the enrollment period for fall of 2021.

¹⁷⁸ Based on actual crimes reported affecting campus for past five years (LASD College Bureau data in LARCIS)

¹⁷⁹ Refer to NBC News report at URL: <https://www.nbclosangeles.com/news/local/2021-violent-crime-in-los-angeles-continues-lapd/2612701/>

¹⁸⁰ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021 Refer to <https://www.areavibes.com/culver+city-ca/crime/>

¹⁸¹ Ibid.

COMMUNITY COLLEGE BUREAU – PLANNING FOR FALL OF 2021

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camera system, etc. The Hillard-Heinze consultants have highly suggested the use of cadets to free up armed security to provide more proactive on-campus patrols and more engagement in community policing opportunities with faculty and students.¹⁸² The consultants told LACCD the students want more engagement from the security team here, not less. The lack of a cadet program at this campus hampers our ability to do more of this though.

SPECIFIC CONCERNS ABOUT STAFFING ON THIS CAMPUS

It should be noted; the CCB staffing evaluation in spring of 2021 concluded that this campus was understaffed, under-protected and vulnerable to underappreciated threats prior to the pandemic. The proposed staffing for LACCD in the fall of 2021 seeks to rebalance available resources, making smarter use of rovers, and carefully deploying new staff rejoining the Bureau. As such, this deployment plan helps overcome some of the safety team staffing shortage at this campus.

Currently, West LA College neither has cadets, nor will there be anyone in the office to replace the reassigned SOA. This means that the team leader must pull a security officer in from proactive campus protection duties to provide this desk coverage and monitor the video camera system, blue phones and alarms.

In the absence of cadets, it may be worthwhile to consider another security officer, a law enforcement technician, or another campus civilian staff employee classification to fill the desk fixed post here on AM / PM shift overlap Monday through Friday (at minimum). This consideration would be consistent with the recommendations from the Hillard-Heinze consultant, to delegate non-essential duties to unarmed staff that free up the armed security officers to better protect the campus and to be available more often to engage with students in community policing activities.¹⁸³

SCHEDULING & RELIEF FACTORS

With just three security officers on the EM shift currently, West LA College goes below minimum staffing on weekends, as reflected on the table below. There are insufficient staff to both monitor the office cameras, alarms, walk-up window and phones and still provide proactive patrols to deter crime(s) on campus.

The addition of one (1) security officer makes possible a 5-staff rotation which averages 3.6 personnel on duty daily – much better coverage for protecting this campus. This could be particularly helpful because there are a number of students and staff who want safety escorts during hours of darkness, as outlined in recommendations for additional coverage by the

¹⁸² Hillard-Heinze Consultant Chad McGinty during presentations/report in July of 2021 to LACCD stakeholders.

¹⁸³ Ibid.

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consultant in the Hillard-Heinze presentations of findings recently. The improved level of coverage for PM shift is reflected below:

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓		
✓	✓	✓	✓	✓		
		✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓
2	3	5	5	5	3	2

It should be noted; the shift scheduling examples provided in this section reflect a “best-case” scenario involving 100% availability of the armed staffing for each shift. The LACCD contracted positions for College Bureau are “*non-relief*” personnel; therefore, staffing contracted for does not include backfill coverage when vacancies occur due to sick callouts, vacation time off, FMLA or other leave required by law, holidays, attendance at mandatory training, etc.

The lack of adequate staffing to provide relief coverage was among the most notable concerns raised by the Hillard-Heinze consultants in their presentations and report to LACCD in June and July 2021.¹⁸⁴

When vacancies occur, the team leader must try to self-adjust or change other staff schedules to ensure adequate coverage on each campus. A shift vacancy may temporarily go unfilled in some cases depending on total available staffing and activity level anticipated on the campus for that shift.

OTHER FACTORS

West LA College has had homeless persons trespassing and camping on the campus open space acreage on the north side of the property. These non-students have also trespassed on campus to enter the gym area according to staff there. Many homeless persons experience mental health challenges and co-occurring substance use disorders; schizophrenia and other psychotic disorders are known to be highly prevalent among homeless people.¹⁸⁵

¹⁸⁴ Hillard-Heinze Consultant Chad McGinty during presentations/report in July of 2021 to LACCD stakeholders.

¹⁸⁵ Ayano, G., Tesfaw, G. & Shumet, S. The prevalence of schizophrenia and other psychotic disorders among homeless people: a systematic review and meta-analysis. *BMC Psychiatry* 19, 370 (2019). <https://doi.org/10.1186/s12888-019-2361-7>

COMMUNITY COLLEGE BUREAU – PLANNING FOR FALL OF 2021

RECOMMENDED CONTRACT STAFFING CHANGES

West LA College is known to be within the general proximity to at least three locally active gangs. The increased activities of emboldened gangs in the City of Los Angeles are listed among the troubling factors that have led to significantly higher prevalence of violent crimes being attributed to the negative social impacts of the worldwide pandemic.¹⁸⁶

The map shown below reflects the closest claimed gang territories of Culver City Boys 13, Westside Locos, and West Boulevard Crips.¹⁸⁷ These gangs claim neighborhoods just blocks away from the campus. Others shown on the map are further distance away.

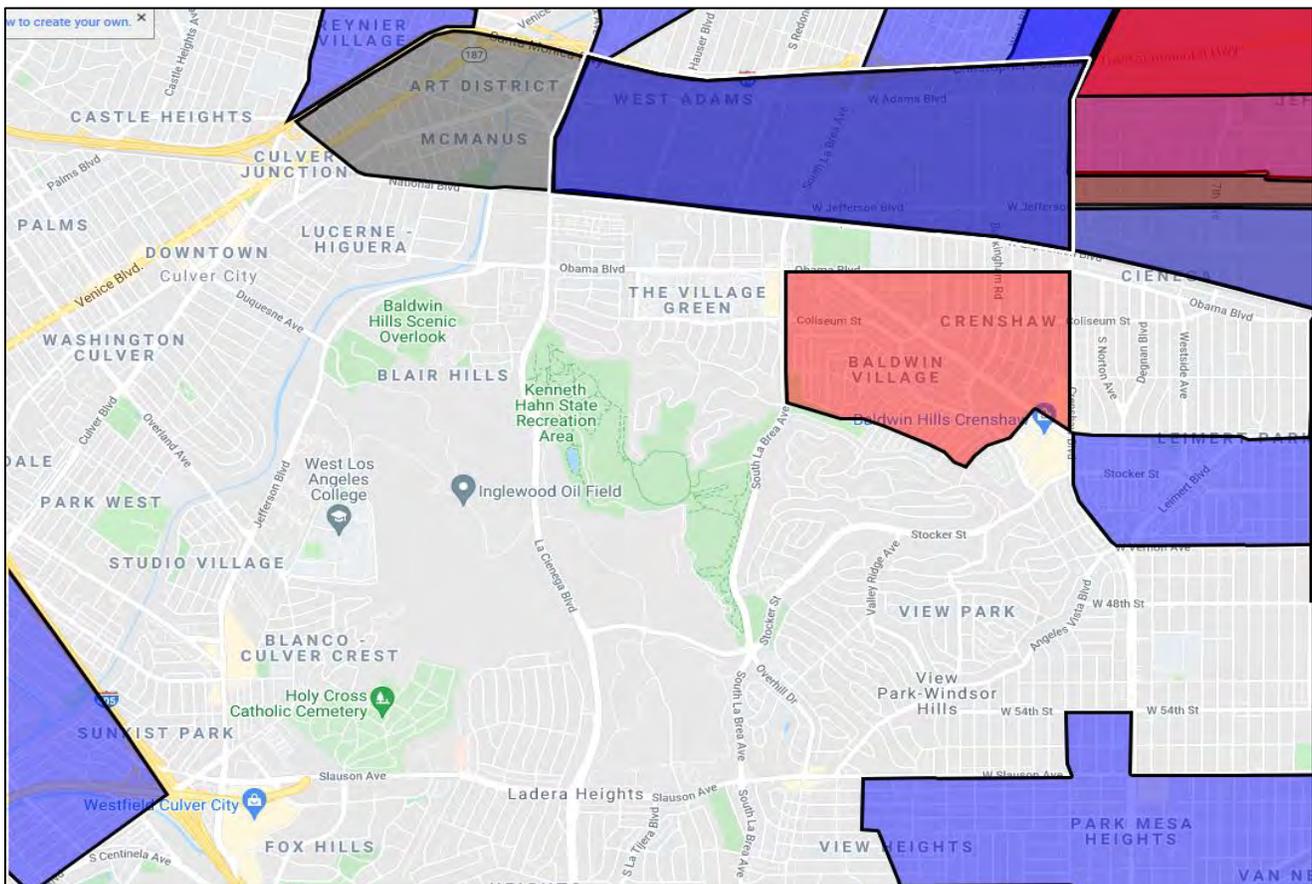


Figure 9 - Gang Territories “Claimed” Near West Los Angeles College

Although not a persistent problem on campus, the existence of local gangs is a genuine threat as large numbers of people gathered at one place, buildings filled with valuable equipment worth stealing and volumes of parked cars within the large parking structure pose security challenges to protect against opportunists looking to further their criminal activities.

¹⁸⁶ Los Angeles Magazine at URL: <https://www.lamag.com/citythinkblog/crime-in-los-angeles/>

¹⁸⁷ URL: [California Gang Territories - Google My Maps](#)

COMMUNITY COLLEGE BUREAU – PLANNING FOR FALL OF 2021

RECOMMENDED CONTRACT STAFFING CHANGES

Temporarily locking gates and establishing a main controlled-access checkpoint was highly effective at restricting incidents or trespassing and helped reduce burglaries and incidents of thefts on campus during the pandemic. As staff and students return to this campus in the fall, the safety and security team expects to see an increase of threats to the campus community due to this college being a target-rich environment located in Culver City with an overall crime rate 87% higher than the national average¹⁸⁸ and increasingly violent crimes are rising in Los Angeles County.¹⁸⁹

The recommended level of staffing for fall 2021 is not necessarily the *ideal* level of staffing indefinitely for optimal safety and security; rather, these recommendations are based upon a pragmatic assessment of many aforementioned factors to determine a *reasonable* deployment given the limited budget constraints resulting from lower projected enrollment this semester as campuses seek to return to normalcy in the academic year ahead.

¹⁸⁸ Based on FBI Uniform Crime Rate (UCR) index for 2019, as reported on AreaVibes Inc. ©2010-2021. Refer to URL: [Culver City, CA Crime Rates & Map \(areavibes.com\)](https://www.areavibes.com/crime-rates/culver-city-ca/)

¹⁸⁹ Refer to URL: <https://www.foxnews.com/us/violent-crime-los-angeles-rapid-pace-sheriffs-statistics-show>

APPENDIX A – PSN 521 CLASSIFICATION (FOR HEAT)

PSN 521 refers to a detailed job description for a “Mental Evaluation Team” Deputy (B1) position. The job description details differ from a deputy sheriff generalist position in that this position is highly specialized classification. MET deputies receive substantially more training than deputy sheriff generalists in the realm of mental health, developmental disabilities, cognitive impairment, de-escalation techniques, and crisis intervention skills. All MET deputies are advanced-certified crisis negotiations team specialists.

For these reasons, the HEAT deputy position is best contracted with the MET unit and would most likely come from the Risk Assessment & Management Program (RAMP) team. RAMP team has two intelligence analysts dedicated to supporting the RAMP teams when they are investigating threats and handling high-level crises. The billing for the HEAT deputy would be on the customary and usual “575” billing form with Community College Bureau (CCB), then transferred to the MET unit to pay for the Bonus-I deputy contracted. A single deputy would be appointed to the position for regular interaction with the LACCD BIT units and to support CCB deputies in the field.

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APPENDIX B – PANDEMIC CUTS TO STAFFING CCB

Excel document with cuts shown in red cells.

Pages Will Be Inserted Here

APPENDIX C – FALL 2021 RECOMMENDED CCB STAFF

Excel document with proposed additions shown in [blue](#) cells.

APPENDIX D – ESTIMATED COST

Had pre-pandemic staffing remained the same through current day, without the curtailments, factoring for the annual liability percentage adjustment, the total contract cost today for one (1) fiscal year of security/safety coverage would have been \$26,155,704.¹⁹⁰ Again, this would have been for the pre-curtailment level of staffing coverage – had that extended into the current fiscal year and no changes were made.

With the curtailments in 2020, then adding in these 2021 fall semester recommendations from this report, all factored in, the total contract cost for this fiscal year is estimated at \$23,642,913.12. This assumes returning staff would start back on September 1st.¹⁹¹

For this fiscal year, with these staffing additions factored back in, including the new security operations center with centralized dispatching 24x7 and the South Gate construction site security, this fiscal year's cost to LACCD would be nearly 10% lower (-9.6%) when compared to the pre-pandemic contract staffing level – had it been extended through the current fiscal year.

If CCB services were to continue through the end of this fiscal year, \$438,012 would then be paid back by LACCD-Builds for the South Gate construction site portion (4 security officers), so the actual cost to the District for this fiscal year, with the additions recommended in this report, is approximately \$22,597,317.

All of the rates discussed above are scenario-based using a complete fiscal year, if the LACCD was to remain with CCB through June 30, 2022. Of course, that remains to be determined during the RFP/RFB process.

¹⁹⁰ Cost estimates determined and provided by Sergeant Keith Ho, Contract Law Enforcement Bureau, on 7/8/21.

¹⁹¹ Ibid.