

BUSINESS SERVICES - RESOURCE ALLOCATION REQUESTS, 2025-2026

Resource Type	Description	Resource Annual Cost Estimate	Reason for request	Impact of not funding
Classified	1. Administrative Clerk	\$ 113,377.94	Reports to the AVC. Provides specialized clerical work requiring detailed knowledge of a department's procedures, policies and precedents. Records management, coordinates clerical workflow, assists in scheduling, etc.	Delays in project delivery, construction implementation and untimely responses due to volume of work. Increases and added costs to capital projects due to lack of resources. Inefficient project delivery. Colleagues will not get their projects and requests delivered timely. Department has a huge legacy backlog of over 100+ filing boxes that need to be reviewed according to the department's records retention policy for projects. Staff needs assistance of an administrative clerk to assist them with scheduling of meetings, and other daily clerical tasks. There are over 130+ active projects in the Department and project filing is not complete. The only items the Dept. will prioritize are the following: agency deadlines, fire life safety projects, ADA settlement projects, and state funded scheduled maintenance projects, and the top 5 FMR projects prioritized by the colleges. All other projects will be done as time permits and will be delayed.
Classified	2. Facilities Specialist Facility Planning Specialist (corrected title)	\$ 152,818.87	Reports to the AVC. Provides administrative and technical support in a variety of areas related to planning and construction, project management, FUSION and other database management, project records management, RFP, contract assistance, interface and communicate with government agencies, consultants, colleges, vendors, assist with reports, data collection and analysis, review of specifications, plans, etc.	Delays in project delivery, construction implementation and untimely responses due to volume of work. Increases and added costs to capital projects due to lack of resources. Inefficient project delivery. Colleagues will not get their projects and requests delivered timely. There are currently over 23 bids in progress as of 10/31/24. This is a high workload. The only items the Dept. will prioritize are the following: agency deadlines, fire life safety projects, ADA settlement projects, and state funded scheduled maintenance projects, and the top 5 FMR projects prioritized by the colleges. All other projects will be done as time permits and will be delayed.
Classified	3. District Safety Officers Senior (armed)	\$254,301.88 (127,150.94 x 2 positions)	DS&S is minimally staffed. SAC and SCC should always have 2 officers on duty. Often this is not the case. DS&S does not have enough officers to cover all positions. In the original staffing model, the District Office was not included, nor the Digital Media Center. We also have difficulty covering for variances like vacations, sick, FMLA, military leave and training requirements.	Diminished level of safety for our campuses. Potentially unsafe staffing levels due to vacancies and no replacements. Other concerns include the inability to effectively respond to multiple incidents or large-scale events.

Department of Safety and Security Request for Additional Staffing

Issue

District Safety & Security is currently understaffed and experiencing challenges in staffing and adequately supervising all 10 of our facilities 24/7.

Analysis

Current Staffing Model

Campus Safety is staffed by 21 full-time officers. Currently there is one vacancy due to a transfer, one additional position that was recently approved by the District, and one officer on long term medical leave.

The District has also used unarmed part-time officers to provide campus safety coverage on mostly weekends and some weekdays for many years now. Currently we have a total of 6 part-time officers who work at specific locations with fixed hours. Unfortunately, this part-time schedule model is very difficult to work with due to the following reasons:

- It limits where and how we can assign these officers
- Part-time officers can only work certain days of the week, certain hours
- As a result, we are unable to schedule them to help us provide optimum coverage when we really need it most
- Most of these officers were hired to work at a specific campus/site and therefore have very little knowledge of any other district location
- All these officers have full-time jobs which they work at from Monday thru Friday
- All these part-time officers are unarmed and work alone during their shifts

When a part-time officer is not available, we have had to either back-fill these positions with over-time or allow the campus to have very limited coverage during the weekend if we cannot find anyone to come to work.

Additionally, part-time officers rarely attend any monthly or regular training that we provide our full-time officers. Typically, this training is provided during the middle of their work week when they are working at their primary jobs and are unable to attend.

The safety department is minimally staffed and there is typically no relief for when an officer needs to be at training, calls out sick or takes a vacation. The current staffing model does not take into consideration that the main campuses require 56 hours per week of coverage on each shift, not 40.

Best practices dictate that on the main campuses we use two officers minimum per shift. Often SAC and SCC have had to drop below the recommended minimum of two officers per shift.

Department of Safety and Security Request for Additional Staffing

The DMC only has a part-time officer assigned who works Monday-Friday for 4 hours in the evening. If this officer is unavailable there is basically no coverage.

The District Office has a part-time unarmed officer who usually covers dayshift Monday-Friday, 9 AM – 5 PM but we have no coverage without overtime if an officer is needed after 5 PM. An officer assigned to SAC has to be present in the parking lot at the District Office while employees arrive to work, mostly from 7 AM to 8 AM. The travel time from SAC coupled with time at the District Office leaves SAC understaffed for around 90 minutes during the busy morning hours.

Note: While staffing the campuses is very important for student safety and success, the District Office houses a US Congressman, The District Chancellor and Vice Chancellors, People & Culture and periodically the Board of Trustees. This makes the DO a high value target for anyone wishing to cause interruption to the District or who is angry or upset at any of the aforementioned elected or appointed decision makers.

When there are additional shortages, the priority for Campus Safety is to staff the busier campuses like SAC, SCC, and CEC. Off sites like the Remington Education Center, Orange Education Center and the College and Workforce Preparation Center are the first to be without security coverage if additional officers or overtime are not available. While we do not have direct campus supervision during this time, officers are available for calls and will respond to off sites if needed.

Training Mandates

The lack of additional officers for relief also extends to training mandates. Officers work under the rules for the California Bureau of Security and Investigative Services, which requires at a minimum two firearms qualifications yearly and 8 hours of continuing professional education. It is important to recognize this is the bare minimum requirement and insufficient for campus safety.

With the transition from an unarmed to an armed safety and security department, RSCCD has been continuously striving to improve the professionalism of our officers. Although District Safety is not a California POST department, we strive to achieve compliance with POST training mandates that would be applicable to RSCCD. This includes the completion of a POST background and POST psychological exam prior to carrying a weapon.

Due to staffing shortages, it is challenging to release officers for 8-hour training classes. We try to bridge the training gap during our monthly 2-hour team meetings by addressing individual topics such as:

- Mental Health Update
- Biased Based Policing
- De-escalation Officer Intervention
- Arrest Control and Weapon Retention Techniques

Department of Safety and Security Request for Additional Staffing

Additional Mandates

In the wake of the George Floyd murder, there has been many police and campus safety reform efforts both nationally and in California. The California Community Colleges system has been a catalyst for change emphasizing bridging racial equity, campus policing, and student success. In June 2020, the Chancellor's Office issued a systemwide Call to Action to "actively strategize and take action against structural racism" in order to fulfill the commitment that individual colleges and the system as a whole have made to promoting student success.

The State Chancellor's Office sees a clear connection between the culture of campus policing and the community college's ability to create an equitable and inclusive campus climate. The Chancellor's Office emphasis on officers adopting a community policing and guardian mindset requires campus police and security officers attend and participate in campus activities not involving a "police response" or other formal public safety-related activities, such as participating in student events when invited, in town halls, convocations, and other similar events where informal or social interactions with other campus stakeholders is possible.

Also, the State Chancellor's Office is requiring campus police and security officers to participate in regular ongoing training related to the conduct and methods of community policing, anti-bias, cultural responsibility, conflict avoidance, and de-escalation. Campus safety is also expected to be part of the Board of Trustees Safety Committee and to assist in bringing their recommendations to fruition.

This promises to be a very challenging mandate when an officer's time is typically spent responding to calls, writing reports and general patrol duties. Additional staffing would allow for some flexibility in coverage so that we could have dedicated training days. Additional officers would not only help facilitate compliance with training mandates, but it would also allow for campus safety to take more of a leadership role in campus Crime Prevention efforts.

Extra staffing could allow for officers to provide training to students and staff on:

- Personal Safety
- Sexual Assault Prevention
- VAWA
- Theft and Burglary Prevention
- Alcohol and Drug Abuse
- Identity Theft
- Security of and access to campus facilities
- Law enforcement authority and jurisdiction of security personnel

Regular in-service training should include many more topics too such as:

- Policing in a democratic society
- Diversity, Equity, and Inclusion
- Social interaction skills and tactical skills
- Disease of addiction

Department of Safety and Security Request for Additional Staffing

- Crisis intervention teams (mental health)
- Policies on Title IX sexual misconduct and sexual harassment
- Clery Policies
- How to work with LGBT and gender nonconforming populations
- Officer Wellness

There needs to be more joint emergency preparedness exercises with campus safety and school administration including:

- Active Shooter Preparedness
- Fire and Earthquake Evacuation Drills
- Emergency Operations Center

Clery Act

Campus Safety takes the lead in publishing the Annual Security Report, however, there has been a pressing need to implement a Clery Compliance Committee. RSCCD has been constantly evolving and the Board of Trustees Safety Committee is looking for new and more efficient ways of addressing campus safety within our community. A district wide Clery Compliance Committee offers a broad and flexible perspective and connects Clery compliance to other institutional priorities like Title IX.

Supervision

We have four budgeted sergeant positions for District Safety & Security. Two sergeants are assigned to SAC and two are assigned to SCC. Sergeants are managers who function as first-line supervisors. Sergeants also assist the campus Lieutenants with daily administrative tasks including attending meetings, handling student conduct issues, and completing assigned projects. Currently we have one Sergeant vacancy which will be filled on December 17, 2024.

Increased Enrollment

The Department of Justice, Community Oriented Policing Services published a document on appropriate staffing levels for campus public safety departments in 2011, which found that the actual ratio of officers to students in most universities is between 1.8 and 3 full-time equivalent officers per 1,000 students.

RSCCD is fortunate that our campuses are considered some of the safest and desirable in the entire state of California. This is undoubtedly a contributing factor in the increased enrollment statistics when other districts are still struggling after Covid. RSCCD credit enrollments have increased 25.30% and noncredit enrollment has increased 21.45%. These Full Time Student Enrollment numbers represent 10,087 and 3,004 respectively and an increase in student presence on all our campuses.

The increase in noncredit student enrollment is worth noting. These classes are predominately taught off-site and as previously mentioned these sites have the least safety officer coverage.

Department of Safety and Security Request for Additional Staffing

Campus Geography

Our campuses have always been fairly safe when considering crimes against persons. Still, there are property crimes such as vandalism and thefts occurring regularly but still not at an alarming number. Even so, campus safety staffing should be viewed through the lens of what is happening in our community.

All our Santa Ana campuses including the District Office are in high crime areas with frequent occurrences of Part 1 crimes which include Rape, Robbery and Assaults. Theft is also prevalent to include burglaries and vehicle thefts. The yearly Santa Ana Police Department crime statistics supports observation.

Recommendation

Approving two additional District Safety Officer Senior positions

This would contribute to appropriate armed staffing at all sites. There would also be a built-in relief factor so that officers could be assigned training days and greater flexibility to interact on campus with students during non-enforcement situations.

There is an average of 685 hours that either must be filled with overtime or if we are unable to fill the position will be left vacant. In the summer months this number exceeds 1,000 hours.

Chart A illustrates the structural flaw in our staffing. The numbers are based on the previous 12 months.

CHART A		
Monthly	Positions	Reg. Hours
District Safety Officer Senior	20	3,480
Paid Time Off Usage - Average	20	685

Chart B illustrates the impact that can be anticipated from hiring the recently approved additional officer. If two more officers are approved the staffing gap is significantly reduced.

CHART B		
Monthly	Positions	Reg. Hours
District Safety Officer Senior	1	174
Approved Additional Position - Recruiting		
District Safety Officer Senior	2	348
Requesting Additional Positions		
Paid Time Off Usage – Average	20	685
Deficit		163

Department of Safety and Security Request for Additional Staffing

Conclusion

The District Safety & Security Department views our contribution to campus safety as an integral part of RSCCD's overall education mission and student success. We know that campus crime can have long-lasting negative effects on not only the victims but the entire student body, staff, and surrounding community. These effects can include post-traumatic stress disorder, a fear of harm or violence, an inability to focus, decreased academic performance and even negatively impact enrollment.

If we are unable to adequately staff District Safety & Security, we may continue to find ourselves struggling to fully staff campuses and off-sites on a 24/7 basis. This could realistically result in officers being mobile in the field and circulating between campuses and off-sites, instead of stationed and focused on a particular campus. Lack of staffing could make the RSCCD community more vulnerable to the threat of crime and slow our progress on community policing and reform efforts.

Despite the challenges the safety department will continue to work hard to be creative and to prioritize our work to maximize effectiveness.

The recent approval of the additional District Safety Officer Senior position was a step in the right direction. The request for two more full-time officers is reasonable and justified. This incremental increase in staffing would be beneficial and keep campus safety trending in a positive direction.

RSCCD

2024-2025 Cost of Position

COST OF NEW POSITION - CLASSIFIED CONTRACT

POSITION TITLE	District Safety Officer, Senior Armed		
GRADE & STEP	MONTHLY RATE	NO OF MONTHS	ANNUAL COST
Grade 13, Step 3	\$ 6,237.207	12	\$ 74,846.48

SALARY RELATED TAX/BENEFITS	BENEFIT RATE	BENEFIT COST	
PERS	27.050%	20,245.97	
SOCIAL SECURITY	6.200%	4,640.48	
MEDICARE	1.450%	1,085.27	
UNEMPLOYMENT	0.050%	37.42	
WORKERS COMP	1.500%	1,122.70	
ACTIVE RET. INS. COST	0.000%	-	
TOTAL TAX & BENEFIT COST	36.250%	\$ 27,131.84	\$ 27,131.84
TOTAL SALARY & BENEFIT COST			\$ 101,978.32

FRINGE BENEFITS COST	BENEFIT RATE	BENEFIT COST	
FRINGE BENEFITS (CSEA only)		1,500.00	
SOCIAL SECURITY	6.200%	93.00	
MEDICARE	1.450%	21.75	
UNEMPLOYMENT	0.050%	0.75	
WORKERS COMP	1.500%	22.50	
ACTIVE RET. INS. COST	0.000%	-	
TOTAL FRINGE BENEFIT COST	9.200%	\$ 1,638.00	\$ 1,638.00

INSURANCE BENEFITS			
LIFE INSURANCE (ANNUAL OR \$50,000 minimum)			
(Annual Life Insurance X \$0.075/1000 X 12 Months)	\$ 74,846.48	67.36	
MEDICAL INSURANCE (see below)		23,467.26	
TOTAL INSURANCE COST		23,534.62	\$ 23,534.62

TOTAL COST OF POSITION	\$ 127,150.94
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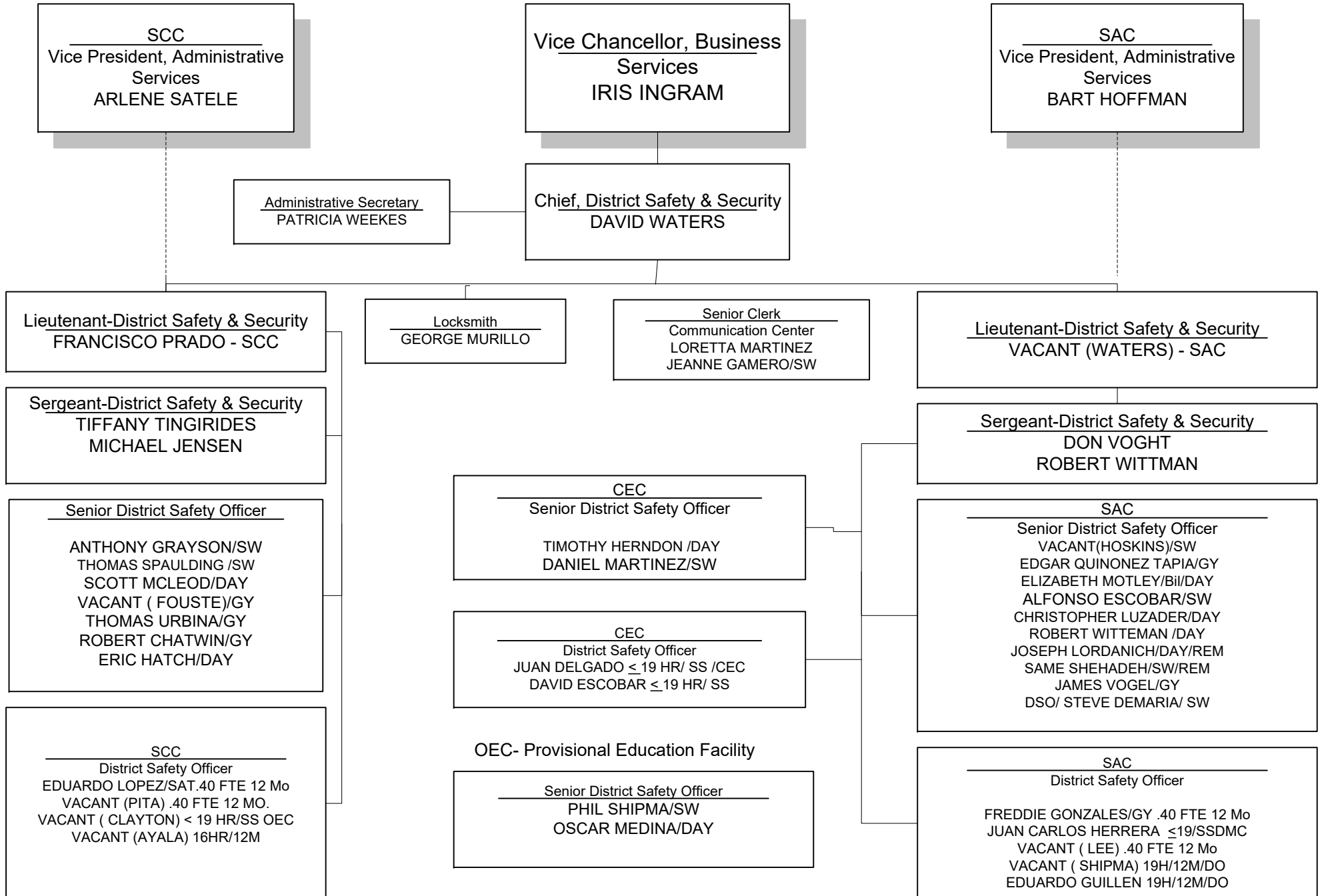
BENEFITS =	\$ 52,304.46
BENEFIT COST AS A PERCENT OF CONTRACT =	69.88%

CSEA	Max	39,153.71	23,467.26	AVERAGE
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NOTE: WHEN CALCULATING A VACANT POSITION PLEASE USE AVERAGE \$\$ FOR H&W

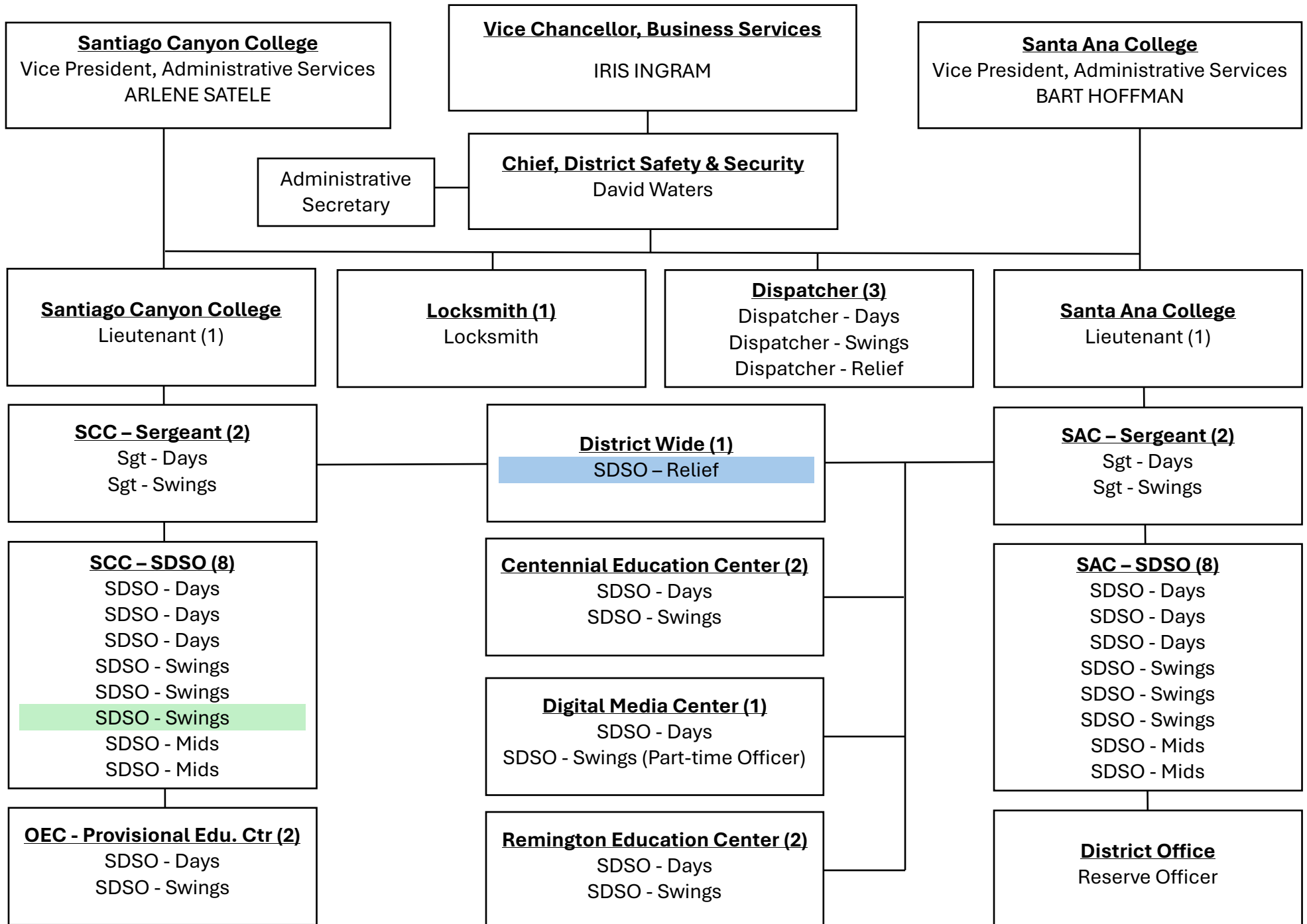
Rancho Santiago Community College District
BUSINESS SERVICES
SAFETY AND SECURITY

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**RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT
BUSINESS SERVICES
DISTRICT SAFETY & SECURITY**

(Proposed)



(Proposed)

SAC Positions												
	Sun	Mon	Tue	Wed	Thu	Fri	Sat			No highlight is current staffing level with 21 full-time Senior District Safety Officers		
Midnight Shift	2	1	2	2	2	1	2					
Day Shift	1	2	3	3	3	2	1					
Swing Shift	1	2	3	3	3	2	1					
SCC Positions												
Midnight Shift	1	1	2	2	2	1	1			Proposed staffing level with addition of 22nd full-time SDSO		
Day Shift	2	2	3	3	3	2	2					
Swing Shift	1	1	2	2	2	1	1					
CEC Positions												
Day Shift	0	1	1	1	1	1	1			Proposed staffing level with addition of 23rd full-time SDSO (2024 average monthly PTO usage = 665 hours)		
Swing Shift	0	1	1	1	1	1	0					
REC Positions												
Day Shift	0	1	1	1	1	1	0			Staffing level includes one part-time officer		
Swing Shift	0	1	1	1	1	1	0					
OEC Positions												
Day Shift	0	1	1	1	1	1	0			District Office would continue to be staffed with Reserve Officers		
Swing Shift	0	1	1	1	1	1	0					
DMC Positions												
Day Shift	0	1	1	1	1	1	0					
Swing Shift (5:30 - 9:30PM)	0	1	1	1	1	0	0					
District Office												
Day Shift	0	1	1	1	1	1	0					
Relief												
Various Shifts/Days off	0	1	1	1	1	1	0					



District Safety & Security Department

WHO WE ARE



WHO WE ARE

All Campus Public Safety Officers are trained and certified by the California State Bureau of Consumer Affairs as licensed Security Officers. Many of the Officers have years of experience in law enforcement / security operations.

It is important to note that we are not police, and our primary mission is not law enforcement. Our primary goal is to ensure a safe environment for faculty, staff, students, and visitors.

Our Officers provide visible and continuous patrols on the campus, so we are available for students, staff, and guests.

WHO WE ARE

District Safety Officers receive their authority from:

- Board of Trustees
- Penal Code
- Education Code
- California Bureau of Security & Investigative Services
 - Guard Card - Every 2 years
 - Exposed Firearm Permit - Every 2 years
 - Baton & Pepper Spray Certification - Every 2 years
 - Written Exam - Yearly
 - Officers qualify with their firearm 2X yearly

WHO WE ARE

STAFFING		
Full Time Employees		
Management	7	1 Chief, 2 Lieutenants, 4 Sergeants
Administrative Secretary	1	
Dispatcher	3	
Armed SDSO	21	
Locksmith	1	
Part Time Employees		
Management	1	Project Manager
DSO Unarmed	5	
DSO Unarmed (Vacant)	6	Unfunded to fund Locksmith position
Reserve Officers	4	

WHO WE ARE

Areas of Coverage

- 24/7/365 Coverage
 - Santa Ana College
 - Santiago Canyon College
- Business Hours Coverage
 - District Office
 - Centennial Education Center
 - Remington Education Center
 - Orange Education Center

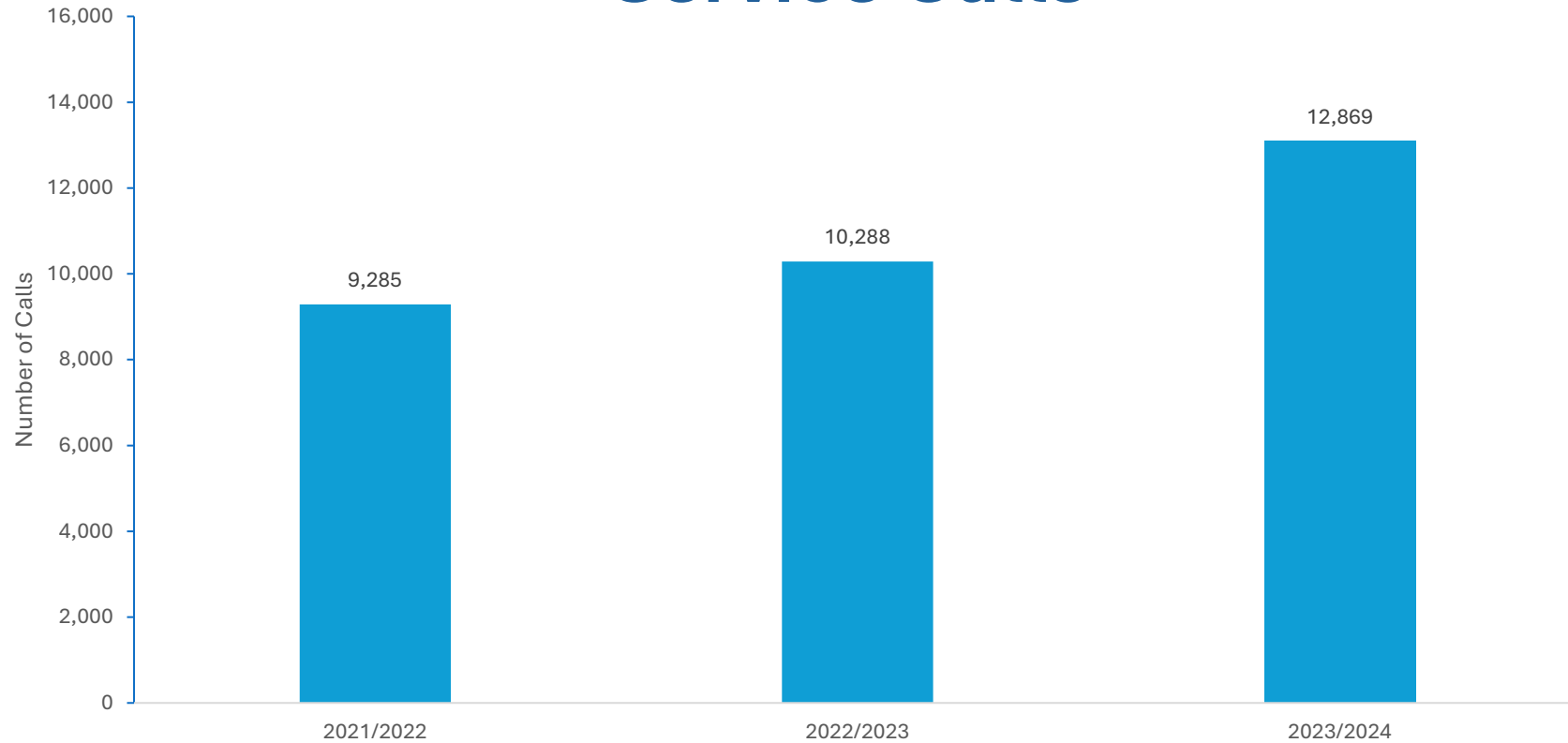


WHAT WE DO



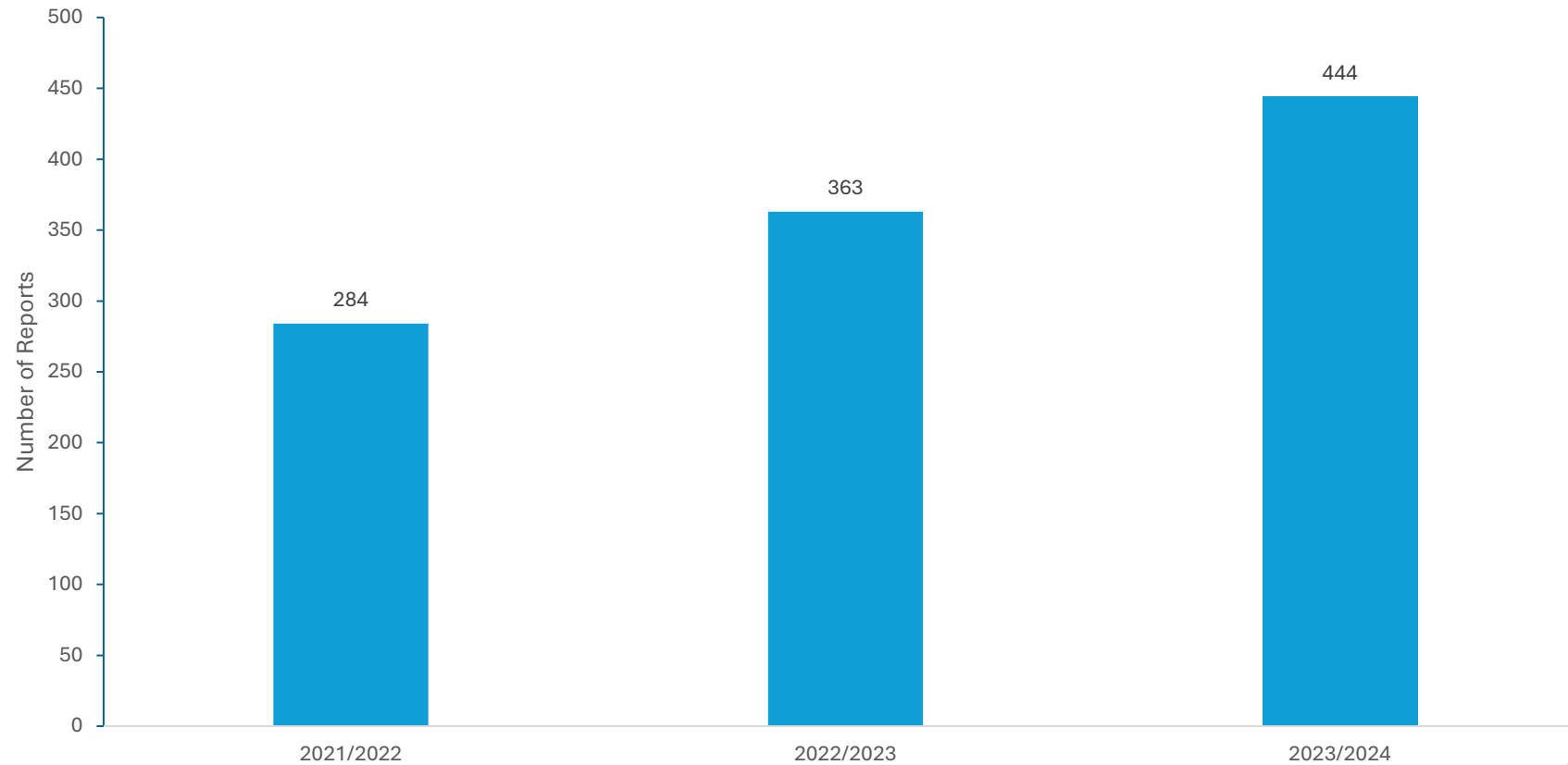
WHAT WE DO

Service Calls



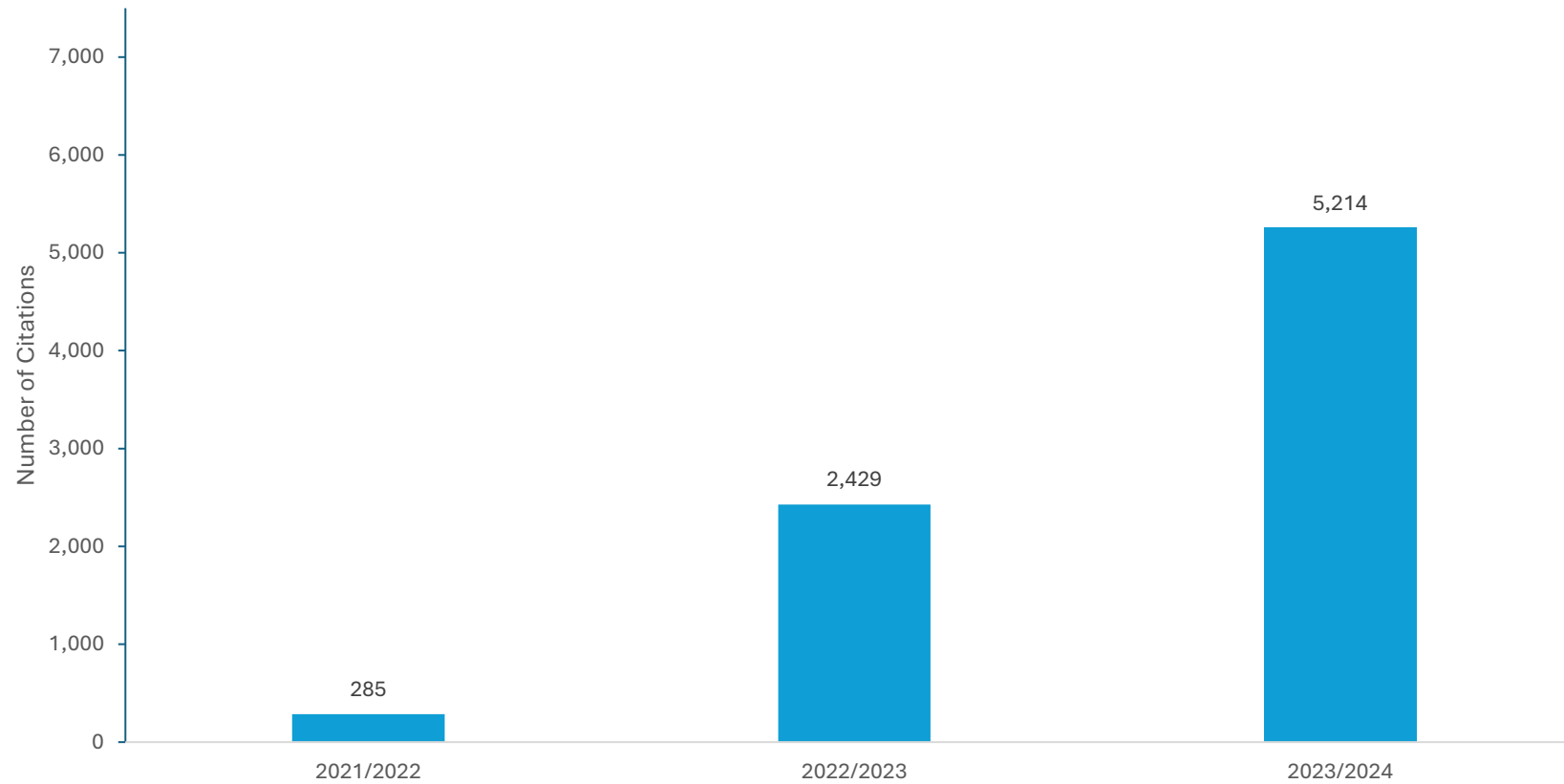
WHAT WE DO

Incident Reports



WHAT WE DO

Citations



WHAT WE DO

We provide safety awareness training to Staff and Students:

Active Shooter

Emergency Preparedness

Emergency Operations Center

New Student Orientation

Building Evacuation

Lockdown

WHAT WE DO

Access Control

- Issue keys and ID cards.
- Create door unlock schedules for SC, JSC, HS, and District Office.
- Able to lockdown certain buildings through the Genetec System. JSC, SC, HS, CEC building A, District Office.

WHAT WE DO

Crime prevention and security awareness program:

- Campus Patrol
- Escort Program
- Emergency Blue Light Tower Phones
- Rave Guardian
- New Student, Faculty and Staff Orientation
- Rave Mobile Safety
- Safety Notification Alerts

WHAT IS WORKING



WHAT IS WORKING

Embrace Procedural Justice

In accomplishing our mission, the Safety & Security Department will be guided by the four components of Procedural Justice.

1. Fairness - Treat others neutrally and without bias and apply rules consistently.
2. Respect - Treat people with dignity.
3. Voice - Allow people an opportunity to be heard, to “tell their side of the story”.
4. Trustworthiness - People react favorably when they believe officers are benevolent, caring, and sincerely trying to do what is best.

WHAT IS WORKING

Embrace the RSCCD Enforcement Philosophy

Generally speaking, when it comes to the enforcement of campus rules and regulations, Officers must be guided by the “spirit” of the law rather than the “letter” of the law.

WHAT IS WORKING

Change of Culture

- District Mindset
- Service Oriented
- Guardian vs Warrior
- New Managers and Officers

WHAT IS WORKING

In previous years our scheduling model consisted of various shifts at both SAC, SCC, and off-sites. These shifts did not coincide with one another, and they had various start times and end times according to each campus.

This resulted in the inability for Officers to fill in at other campuses. The off-sites also had their own restrictive schedules making it difficult for those Officers to work/assist at any other campus.

WHAT IS WORKING

To address these concerns, we adopted a uniformed 5-day, 8-hour work schedule across the entire District Safety department.

All Officers at all locations on same 5/8 schedule - allows interchangeable personnel based on immediate need.

Officers currently rotate shifts twice annually - Officers gain experience at each facility and each shift.

WHAT IS WORKING

The uniform schedule gives Officers the ability to be cross trained at all the locations.

The ability to back fill vacancies with little disruption to their main schedule.

This schedule also allowed us to be more efficient with our deployment of officers and we can better address specific needs.

WHAT IS WORKING

Relationships

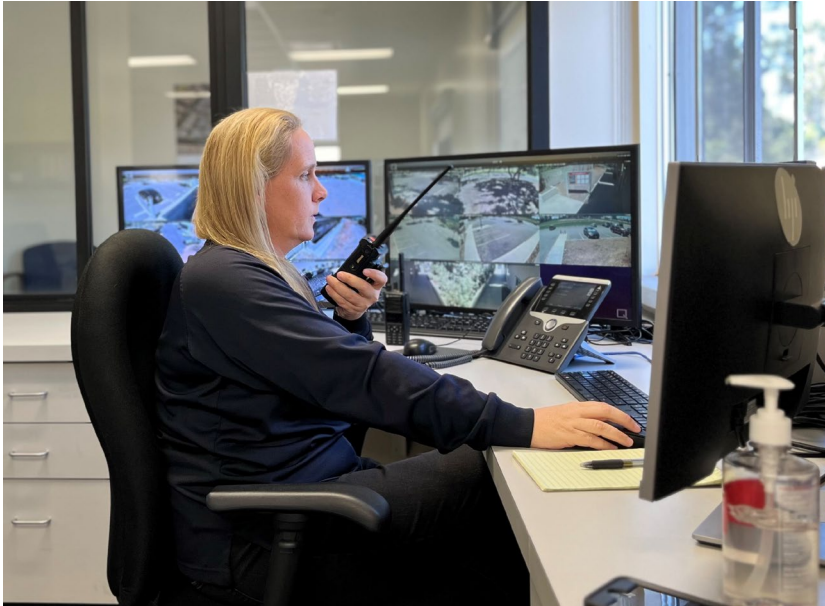
Better relationships and communications with CSEA

- Resulted in less complaints from CSEA members and more productivity.

Improved communication with college cabinets and overall college community

- Campus safety is seen as transparent & approachable.
- Customer Service increased.
- Campus Safety demonstrates more tolerance & restraint.

WHAT IS WORKING



Incident IR:

Officer:

If you have additional information, please contact Campus Safety Dispatch at **714-564-6330**

**The Department of Safety & Security
values customer service**

Have we answered all your concerns today?
Is there anything else we can assist you with?



Learn more at rsccd.edu/safety

WHAT IS WORKING

IPS Virtual Permit System

Customers can now purchase permits online which become valid instantly. This is especially helpful for our new “guest” passes that are available to the public. They may purchase a day, week, month, or 16-week term pass.

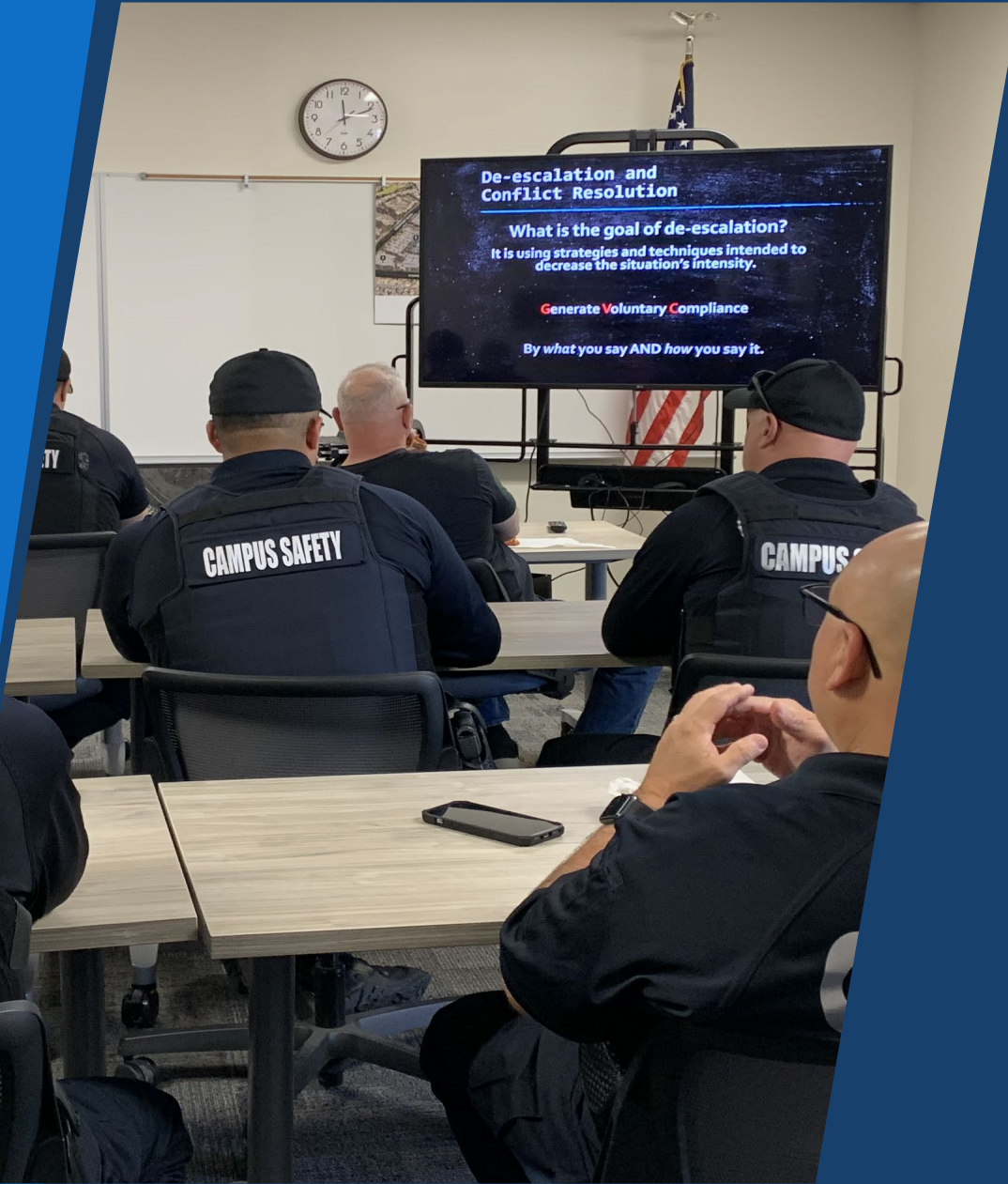
Customers may update their vehicle information online as well. This makes it convenient if they drive multiple vehicles or have a rental vehicle, etc.

WHAT IS WORKING

Training Drives Culture Change

- Policy Manual
- Daily Briefings
- Monthly Trainings

WHAT IS WORKING



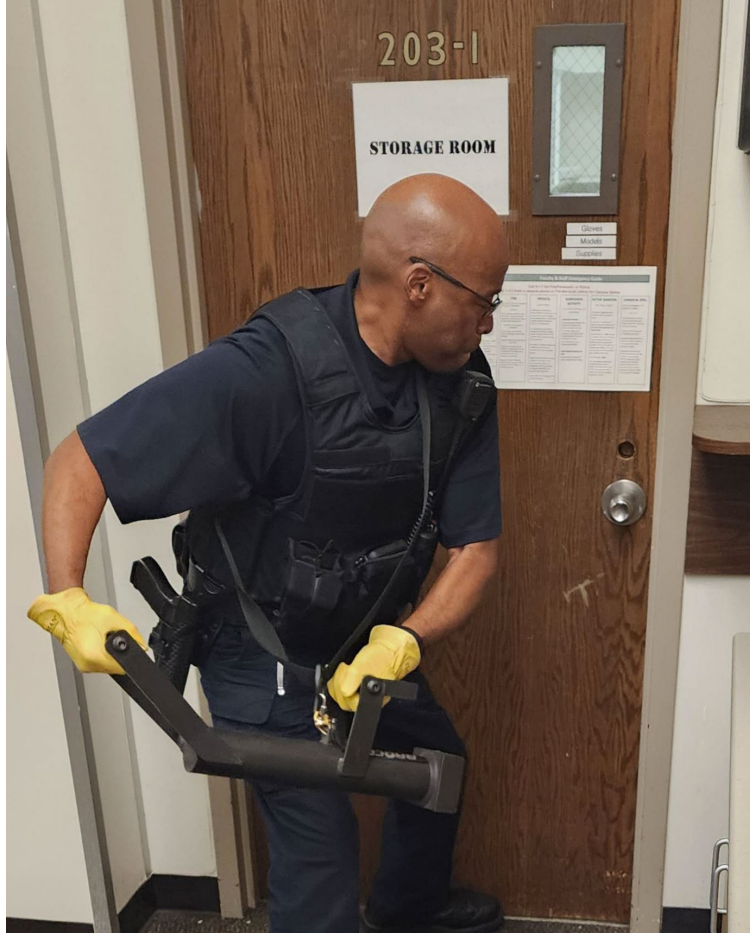
Recurrent Training

- First Aid/CPR
- Sexual Harassment
- Heat Illness Prevention
- RSCCD Mandated Reporter
- Active Assailant Preparedness
- Blood Borne Pathogens
- Report Writing
- Diversity, Equity and Inclusion
- De-escalation
- Emergency Evacuation Chair
- First Amendment AR3900
- Naloxone (Narcan)

WHAT IS WORKING

Other “New” Training:

- Artemis
- Glock Armorer School
- Breaching
- E-Bike
- Campus Safety training at OC Sheriff's Academy - 40 Hours



WHAT IS WORKING

Managers' Training:

- Tabletop EOC Exercise at UCI
- Clery
- California Force Instructors Association Symposium at SAC
- School Safety Seminar by the Joint Regional Intelligence Center
- Threat Assessment & Management for Schools Seminar by the Joint Regional Intelligence Center

FOCUS AREAS FOR IMPROVEMENT



FOCUS AREAS FOR IMPROVEMENT

- No relief factor in staffing - no backfill for leave time usage.
- Coverage for the DMC and District Office requires the use of reserves or overtime.
- No staffing for non-enforcement activities - community events (Title V recommendation)
- Need to recruit a more diverse applicant pool.

FOCUS AREAS FOR IMPROVEMENT

- Part-time officer staffing model - less experienced, not as well trained, limited availability, non-armed.
- Increase student worker pool.
- Relief coverage is needed to cover for training opportunities.