

Quality and Productivity Commission
28th Annual Productivity and Quality Awards Program
"Los Angeles County: Ahead of the Curve"

2014 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: COMMUNITY COLLEGE BUREAU THREAT ASSESMENT PROGRAM

DATE OF IMPLEMENTATION/ADOPTION: JUNE 2007
 (Must have been implemented at least one year - on or before June 30, 2013)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. Summarize the problem, solution, and benefits of the project in a clear and direct manner.

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In 2007, an active shooter type incident occurred at Virginia Tech University. In the aftermath of the event it became clear that there were many missed opportunities to stop the shooter before the incident occurred. If any of the parties who knew the shooter had communicated any of the "Red Flags" that were present leading up to the shooting, something could have been done intervene.

What resulted from this was an innovative and creative solution to gaining intelligence of a threat, assessing its danger level, and providing several avenues to stop a threat of violence to our schools by a person with potential mental health issues.

The Community College Bureau Threat Assessment Program was created in 2007 by now retired Sgt. Richard Roberts. In 2008 he was recognized by California College and University Police Chiefs Association for use of his program's successful prevention of an active shooter incident. Since then, the LASD Community College Bureau and Los Angeles Community College District (LACCD) have adopted this model to prevent violent incidents on our campuses, where Deputies James McKain, Richard Wade and Al Guerrero have continued its development.

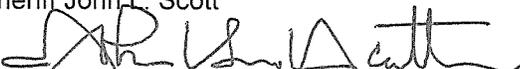
(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ 9,839.28	\$0	\$ 0	\$ 9,839.28	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Los Angeles County Sheriff's Department 855 N. Vermont Ave. #AD-115 Los Angeles, Calif. 90069	(323) 669-7555
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PROGRAM MANAGER'S NAME Captain Cheryl Newman Tarwater	TELEPHONE NUMBER (323) 669-7555 EMAIL canewman@lasd.org
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PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Director Glen Joe 	DATE 07/15/2014	TELEPHONE NUMBER (323) 526-5205 EMAIL gcjoe@lasd.org
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DEPARTMENT HEAD'S NAME AND SIGNATURE Sheriff John L. Scott 	DATE 07/15/2014	TELEPHONE NUMBER (323) 526-5000
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1st FACT SHEET – LIMITED TO 3 PAGES ONLY: Describe the **Challenge, Solution, and Benefits** of the project.

CHALLENGE

On April 16, 2007 the "Virginia Tech massacre" took place. It was a school shooting that occurred on the campus of Virginia Polytechnic Institute and State University in Blacksburg, Virginia, United States. Seung-Hui Cho, a senior at Virginia Tech, shot and killed 32 people and wounded 17 others in two separate attacks, approximately two hours apart, before committing suicide (another six people were injured escaping from classroom windows). The massacre is one of the deadliest shooting incidents by a single gunman in U.S. history and one of the deadliest by a single gunman worldwide.

Cho had previously been diagnosed with a severe anxiety disorder. During much of his middle school and high school years, he received therapy and special education support. After graduating from high school, Cho enrolled at Virginia Tech. Because of federal privacy laws, Virginia Tech was unaware of Cho's previous diagnosis or the accommodations he had been granted at school. In 2005, Cho was accused of stalking two female students. After an investigation, a Virginia special justice declared Cho mentally ill and ordered him to attend treatment. Later, Lucinda Roy, a professor and former chairwoman of the English department, had asked Cho to seek counseling. Cho's mother turned to her church for help.

The shooter was identified as a senior at Virginia Tech, 23-year-old Seung-Hui Cho, a South Korean citizen with U.S. permanent resident status majoring in English.

The Virginia Tech Review Panel's August 2007 report (Massengill Report) devoted more than 20 pages to Cho's troubled history. At three years of age, Cho was described as shy, frail, and wary of physical contact. In eighth grade, Cho was diagnosed with severe depression as well as selective mutism, an anxiety disorder that inhibited him from speaking. While early media reports carried stories by South Korean relatives that Cho had autism, the Massengill Report stated that the relationship between selective mutism and autism was "unclear". Cho's family sought therapy for him, and he received help periodically throughout middle school and high school. Early reports also indicated Cho was bullied for speech difficulties in middle school, but the Virginia Tech Review Panel was unable to confirm this, or other reports that he was ostracized and mercilessly bullied for class-, height-, and race-related reasons in high school, causing some anti-bullying advocates to feel that the Review Panel was engaging in an authority-absolving whitewash.

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Supposedly, high school officials had worked with his parents and mental health counselors to support Cho throughout his sophomore and junior years. Cho eventually chose to discontinue therapy. When he applied and was admitted to Virginia Tech, his high school officials did not report his speech and anxiety-related problems or special education status because of federal privacy laws that prohibit such disclosure unless a student requests special accommodation.

The Massengill Report detailed numerous incidents of aberrant behavior beginning in Cho's junior year of college that should have served as a warning to his deteriorating mental condition. Several former professors of Cho reported that his writing as well as his classroom behavior was disturbing, and he was encouraged to seek counseling. He was also investigated by the university for stalking and harassing two female students. In 2005, Cho had been declared mentally ill by a Virginia special justice and ordered to seek outpatient treatment.

As we have seen time and again, the mental health issue is the one common thread in almost all "active shooter" incidents. Time after time we see numerous "red flags" or unusual behavior patterns leading up to an active shooter incident, but no one shares this information. Unfortunately there are still many roadblocks at the Federal, State, and local levels that slow down or stop the sharing of a person's mental health problems until it is too late. Needless to say, the loss of life and impact to families, friends, and school personnel would be horrific. There would also be an immediate feeling of insecurity on our campuses and could result in a significant loss of revenue from student enrollment due to this in the future. The bottom line is that we needed to find a way to make our schools a safer place.

The solution was the implementation of our Campus "Threat Assessment Team" (TAT) Guidelines.

SOLUTION

The TAT guidelines focus on bringing together a group of people from LASD, school administration, and the mental health field. It was important that we got "buy in" from all our partners and kept the group small so that it would be efficient and effective. The purpose of this group is two-fold: One, to educate students, faculty and staff on the importance of recognizing "red flags" and reporting them to the TAT. Two, is to work quickly together to paint a picture of a subject who may be a potential threat to the campus.

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Each Campus Threat Assessment Team should consist of the school's Senior Administrative Staff, Mental Health or Medical Health professional and the Sheriff's Team Leader. This group is considered a "circle of trust" if you will, with all information being shared freely within the group and treated with strict confidentiality outside the group. All members hold a management position within the campus for the immediacy of their authority to act if needed.

The TAT will meet immediately upon receiving any tip/information about a student who is displaying a "red flag". "Red flags" can be anything unusual, not necessarily a specific threat of harm such as; sudden personality change, vengeance type speech, statements regarding giving up on life or alluding to the harm of self or others for example. "Red flags" are simply behaviors that peak one's attention about someone in particular. The ultimate goal of Threat Assessment is twofold: Prevent campus violence and help people in need of assistance.

A Threat Assessment Team discussion should result is one of the following outcomes: Law Enforcement intervention (Emergency), Administrative intervention (Discipline), Services intervention (Counseling), Wait & watch (Low risk), No intervention needed.

BENEFITS

This model has been adopted by the LASD Community College Bureau and Los Angeles Community College District. It has been proven by evidence of its success in detecting and preventing an active shooter incident nine times over the past six years within the LACCD. This model has been presented to the FBI and campus safety officials from China and Bangladesh. Time and again this model and process has proven to be easily followed.

The actual savings to the county is due to our forward thinking and ability to prepare and teach this course and not having to use an outside vendor or contractor to provide this service to our department. It should also be noted that most contractors would probably charge far more than our "cost avoidance" estimate. Our cost avoidance estimate was based upon providing three Deputies hourly costs (Bonus-1 @ \$74.54 per hour), multiplied by the number of hours per class (four hours), multiplied by the number of campuses that we service (eleven campuses).

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LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS):

INTEGRATED SERVICE DELIVERY AND OPERATIONAL EFFECTIVENESS

The Community College Bureau Threat Assessment Program effectively leverages the resources in law enforcement, local community colleges, and mental health professionals to stop the threat of violence. The integrated services of various agencies results in mitigated risk and enhanced public safety.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT): If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation.

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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\$ 9,839.28	\$ 0	\$ 0	\$ 9,839.28	<input type="checkbox"/>

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- \$74.54 per hour x 4 hours = \$298.16
- \$9,839.28 cost benefit / \$298.16 = 33 classes provided, spread around 11 campuses
- Approximately 11 classes were taught by each deputy