



Police Department  
**Memorandum**

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**May 19, 2006**

**To: Ohlone College President Douglas Treadway**

**From: Chief Craig Steckler**

**Subject: Proposal for Ohlone College District Public Safety Dept. Study**

**EXECUTIVE SUMMARY:**

The Ohlone Community College District Public Safety Department handles campus security, parking enforcement and response to minor criminal offenses. The District relies on the City of Fremont Police Department for response to most in-progress crime and the investigations of serious criminal offenses.

The position of Public Safety Director will become vacant on July 1, 2006. Both entities have expressed a willingness to explore the feasibility of the Fremont Police Department providing a Sergeant for one year to perform a comprehensive operational/procedural study of the Ohlone College Public Safety Department, and provide recommendations to the President of Ohlone College at the conclusion of the study.

If a collaborative agreement is reached between the parties, the District desires implementation by July 1, 2006. There is no formal memorandum between the City of Fremont and the Ohlone Community College District for any level of service currently performed.

**BACKGROUND:**

Since the inception of the District the function of public safety on the campus has been under the control of the Ohlone College administration. Various directors, chiefs, police officers and civilian security personnel have been employed over the years to perform the duties associated with providing public safety, parking enforcement and routine administrative duties on the campus.

Management oversight of the public safety function has been the responsibility of the public safety director employed exclusively by the District. This is a vital role in their operation because the director provides management and supervisory oversight to all phases of the operation of their department. At this time there is no desire by the District to eliminate this function. Instead the District is seeking

a qualified professional law enforcement officer to evaluate the performance and current duties of the Ohlone College Public Safety Department.

At times, well qualified directors/chiefs have succeeded in this operation to the benefit of the District. On occasion a director/chief has been less effective and it appears that recently the program has faltered significantly under weak management.

Currently the Ohlone Public Safety Department is authorized one director/chief, one police officer, seven security officers and three clerk/dispatchers. The department operates most weekdays from 0600 to 2300 and on weekends from 0700 to 2230 hours.

Several community college districts in California handle the public safety function with a combination of management and staffing models provided all or in part by local law enforcement. An examination of several of those agencies was completed for this report. In some instances college districts contract with local law enforcement for complete operation of the public safety function. Other districts have contracted for management oversight only. In that model the law enforcement agency provides a first line supervisor or manager for assignment to the role of director/chief.

The current fiscal year 2005/06 expense to the District to fully staff their public safety department is approximately \$700,000 per year. This expense would rise slightly for one year if the District contracts with the City of Fremont for only management oversight and completion of a comprehensive study of the procedures, policies, and workload and shift configurations of the Department.

There are potential long term savings for Ohlone College District in the operating expenses of the Ohlone College Public Safety Department should the district opt to maintain all phases of the public safety department and restructure based on information that would be produced by the proposed study.

## **COSTS AND BENEFITS FOR A PROPOSED ONE-YEAR STUDY**

The Fremont Police Department provided a retired Lieutenant to make a preliminary analysis of the Ohlone College Department of Public Safety. What was determined as a result of that initial study was that shift alignments might not be advantageous to the District with some potential time lost. Workload analysis indicated that some of the functions currently performed by employees were out of classification and could be better done with less expensive employees or the introduction of technology. <sup>1</sup>

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<sup>1</sup> The results of the workload study for the existing job tasks performed by the Ohlone Police Department are attached and incorporated in this report and marked as "Exhibit 1" for reference.

During this study period the Fremont Police Department will enhance our presence on the campus with routine drive through the campus in marked police units and Ohlone College will provide a working space for officers to use for writing police reports. The College will also benefit from the fact that the full operation of the department will be made available to the sergeant selected to complete this study. The selection of the sergeant will be done jointly by representatives of the Fremont Police Department and representatives from Ohlone College.

#### **RECOMMENDATIONS AND AGREEMENTS:**

- A. The City of Fremont and the Ohlone College District enter into a one-year agreement for the City of Fremont to provide an experienced Police Sergeant to conduct a comprehensive study of the Ohlone College Department of Public Safety.
- B. The study would be completed by May of 2007 and presented to the College President and would include some or all of the following:
  - 1. A complete study of shift configurations based on workload and recommendations for the most cost effective and efficient shift assignments.
  - 2. A thorough workload analysis with recommendations on what work should be provided by existing Public Safety staff and what work could better be done by other District employees.
  - 3. A series of recommendations on what technology might be available and affordable which could replace some of the work currently being performed by Public Safety staff.
  - 4. A series of recommendations on how the Public Safety Department should be structured and staffed including chain of command, span of control and how that integrates with the overall staffing of the Ohlone College workforce.
  - 5. A complete review of policies and procedures of the Public Safety Department. Re-writes and updates of stale policies and procedures including a review of the emergency operations plan for the college.
  - 6. A review of the employee evaluation system and if necessary a revision of the evaluation system to capture key functions and performance issues identified as critical to be a successful public safety officer.

- 7. A review and development if necessary, of a guideline of conduct for public safety employees.
  - 8. Analysis and development, if necessary, of a comprehensive escort program for students attending evening classes and returning to the parking lots.
- C. Any of these recommendations which can be accomplished using a collaborative approach, which would include the public safety employees and other members of the Ohlone College staff, would be done. It would not be the intent of the Fremont Police Department to complete this effort in a vacuum, but instead involve as many of the stakeholders as possible in the study and implementation of the recommendations.
- D. Direct supervision of the sergeant will be maintained by the Fremont Police Department in collaboration with an Ohlone College staff member appointed by the President of Ohlone College.
- E. The sergeant will be expected to attend Fremont Police Department staff meetings twice a week (Monday's at 1500 hours and Thursday's at 0900 hours.) The hours of work, days off, vacation requests, overtime approval, sick time and other forms of leave will be at the sole discretion of the Fremont Police Department. Any leave used by the person in this assignment will be communicated to the contact person at Ohlone College as designated by the President of the college.

**FISCAL IMPACT**

The costs for this study would be the salary and benefit load for a police sergeant. Currently these costs are:

Sergeant with less than 19 years seniority on the Department

Salary: \$102,243  
 Benefits: \$ 61,346

**Total \$163,589**

Sergeant with more than 19 years seniority on the Department

Salary: \$104,799  
 Benefits: \$ 62,879

**Total \$167,678**

## EXHIBIT #1

### Ohlone College Police Department 2006 Workload Study

A workload study was conducted in an effort to determine the types and volume of tasks the Ohlone College Public Safety Department employees perform under a variety of conditions on varying days and time periods. Examinations of the daily logs submitted by the Ohlone Public Safety Department were used for this study. Two week time periods shown in the activity logs from July and October 2005 were chosen at random to reflect full session and summer session activities.

Due to inconsistencies in the way door lock issues were logged it is impossible to tell the precise number of incidents handled in this category. Some employees entered a simple notation "unlocked campus" while others listed each door and elevator that was opened. Closing was even more difficult as there were no entries indicating the campus was locked, but there were multiple single classroom, single building or single elevator closures noted. This task represents the largest single work activity conducted by the Ohlone Public Safety Department.

After a review of the logs five categories of activity were measurable. These categories were parking, enforcement, locks, alarm sounding, and miscellaneous.

#### **Definitions:**

**Parking** - Emptying parking machines, patrolling the parking lots, citations of unoccupied vehicles and notifications of long term parking issues.

**Enforcement** - Traffic or parking enforcement of occupied vehicles, criminal investigations, suspicious circumstance investigation or any other activity that could lead to confrontation.

**Locks** - Locking and unlocking the campus, locking or unlocking doors for individuals requesting access, activating or deactivating alarms associated with opening or closing.

**Alarms** – Response to a Sonitrol activation or alarm sounding.

**Miscellaneous** - Posting notes, providing transportation to students and faculty, escorting faculty, lost property recovery, repair of malfunctioning parking machines and information requests or dissemination.