

MEMORANDUM

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DATE: October 6, 2011
TO: City Council
RE: Outsourcing Crossing Guard Duties

I have been notified by council President, Ed Gale, that council members are confused and some are upset with the decision to outsource the crossing guard duties. I will first apologize for not providing you with enough information initially. This is my responsibility and I should have done a better job of keeping everyone informed. WPD management has been struggling with numerous issues surrounding the crossing guards for many years. At the center of management's concerns is the amount of time staff is used to perform crossing guard duties. The amount of time staff spent last year performing crossing guard duties was at an all time high. Management has been seeking a company to administer the crossing guard program for the past few years.

Lieutenant Bliven was assigned the task of identifying organizations that might provide crossing guard service. It quickly became apparent there are very few companies who provide this service. We contacted First Student (local company) to gauge their interest in managing the crossing guard program, but they were not interested. Lt. Bliven was then contacted by **All City Management Services (ACMS)** to see if we would be interested in using their company to administer the crossing guard program. ACMS is a California-based company looking to expand their market outside of California. They employ more than 2,500 crossing guards and have been in business since 1985. Crossing guards is the only service ACMS provides and they are known as "The Crossing Guard Company." Lt. Bliven called a few ACMS clients and received outstanding recommendations.

Below is a list of factors that management considered as we evaluated the decision to outsource the guard duties:

- 1) The supervision of the program requires a police lieutenant to spend approximately five hours per week on various duties to manage the crossing guards

- a. Recruitment, training, coaching, quality control, investigation of complaints, discipline, terminations, performance appraisals, coordination of schedules, coordinate and attend meetings, payroll, and union grievances
 - b. 10% of Lt. Bliven's pay and benefits is approximately \$10,000
- 2) Additional City staff are required to process paperwork and assist in the administration of the crossing guard program
 - a. Human Resources staff: Hiring/Termination paperwork and contractual issues
 - b. Clerical staff in regards to payroll
- 3) When crossing guards are absent, patrol officers are called off their assignment and sector to fulfill guard duty. During the 2010/2011 school year, police personnel filled in for crossing guards approximately 150 hours. This creates a staffing issue for patrol as they have not properly staffed for these unexpected duties and causes delays in response time to other service that is required by police.
- 4) The city has always been responsible and liable for guard duties and actions, such as;
 - a. injuries that guards have incurred
 - b. medical bills
 - c. insurance
 - d. workers compensation
 - e. unemployment
 - f. other liability issues
- 5) ACMS provides the city with:
 - a. Crossing guard expertise and training
 - b. Ongoing training plus professional certification for each crossing guard (including written and field tests)
 - c. Site performance evaluation by a local supervisor

After reviewing this information, management felt outsourcing guard duties was clearly the best option for us and the city. We would be able to re-claim 10-15 % of Lieutenant Bliven's time so we could assign him to more important issues to work on. We no longer would be required to pull officers from their sector assignments to handle guard duties.

Lt. Bliven and I then started the process of meeting with city officials to discuss our request of outsourcing the crossing guard duties and receiving support and guidance on the process. Personally, I have been battling a herniated disk and have received five separate back injections throughout the summer. The pain is been so severe that I have missed some work, therefore, Lt. Bliven was assigned to see this project through.

Lt. Bliven met with Maryanne Groat (finance representative), and Ila Koss (HR representative). Lt. Bliven explained our desire to outsource guard duties and the justification for our request. During the process, Mayor Tipple and Anne Jacobson were also involved, specifically approving the ACMS contract. Lt. Bliven was given the approval to move forward. The start of school was fast approaching and there was a short turn around to get everything in place. In retrospect, we missed a couple key cogs in the wheel as we moved forward. We should have included various city committees for their input. Not including council or council committees was not done intentionally, it was a lack of oversight of the process.

I will conclude by apologizing again for not keeping the council informed as I should. I have been accused of circumventing city government, not following city policy, and not following proper protocol. This was not premeditated, it was simply an oversight. My medical issues prevented me from attending some of the meetings, after contacting various city officials, Lt. Bliven felt he was given the approval and authority to move forward with his assignment.

Let's not let the process impact the end result. Outsourcing the guard duties has made us more efficient and effective. We can concentrate and devote more of our time to our core mission. We can fix the process and we will do a better job as we move forward but let's not allow the process to effect a good business decision.

I would be happy to discuss this further with you should you have a desire. Thank you for your support. We are much stronger when we work together rather than independent of each other.