



MEMORANDUM

Date: February 21, 2014

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator 

Re: **Library Security**

Recently, we have had some difficulty regarding security at County libraries. This has been a continuing problem that is now using the resources dedicated for library services to provide security for library employees and patrons. The annual cost of the security services is now approaching \$750,000 per year, which is a significant amount of resources that are paid on top of the standard County expenditures for law enforcement. Unfortunately, these expenditures continue to be necessary.

I have asked staff to review how these services are provided and to make modifications and/or recommendations on provision of these services in the future. We will continue to closely evaluate the necessity for security services at our libraries; but it should be remembered that for every dollar spent on security, that same dollar is not spent on actual library services. In addition, we have had some concern regarding responsiveness of specifically assigned law enforcement to libraries with problematic security issues. The attached February 18, 2014 memorandum from Library Director Melinda Cervantes indicates that, hopefully, such was an isolated incident and will be corrected by procedural modifications overseen by Sheriff's Department Security Services Coordinator James Ogden and Ms. Cervantes.

CHH/anc

Attachment

c: Melinda Cervantes, Director, Library District
Sergeant James Ogden, Security Services Coordinator, Sheriff's Department

DATE: February 18, 2014

TO: C. H. Huckelberry
County Administrator

FROM: Melinda Cervantes, Library Director *mc*

SUBJECT: Your February 4, 2014 Memorandum Regarding Eckstrom-Columbus Incident and Safety Report and the Use of the Tucson Police Department Special Duty Officers and Securitas Staff

Per your request I have prepared an overview of current operational costs for special duty officers and security guards assigned to PCPL libraries. Additionally, I have described the contract decision and execution process and the recommendation process conducted by the Library in collaboration with the Sheriff's Department.

Option 1: Continue contracted TPD Special Duty Officers:

- Tucson Police patrol in the areas of the libraries so they know the players (criminals) and have the resources to contact the surrounding neighborhoods in which they patrol
- The Sheriff's Dept. works in the unincorporated areas and not around the City of Tucson located libraries - so they may not be familiar with the players in the areas
- Many times the Sheriff's Dept. would be calling TPD to transport an arrestee; it may be more efficient for a TPD/SDO to radio for assistance
- TPD charges an additional fee (\$4/hour) to park a patrol car

Option 2: Utilize Sheriff's Off-Duty Deputies in place of TPD/Special Duty Officers

- Sheriff's Dept. would benefit from receipt of revenue from Library District
- Sheriff's Dept. may provide stronger working relationship with another County dept. (Library)
- Off-duty deputies are paid the off-duty rate of time-and-a-half, more than a TPD/SDO
- Sheriff's Dept charges an additional fee (\$4/hour) to park a patrol car

Background information:

- Sheriff Sergeant James Ogden's Report (attached)
- Cost of Special Duty Officers by cost center (see attached)
- Cost of Securitas Guards by cost center (see attached)
- Communication devices for use between Securitas and the TPD SDO for three locations are not provided by TPD and if needed will be paid for by the Library.
- Contract process with the TPD/SDO to provide Services, Rates and Systems that are available
 - > The Library regularly tracks all incidents occurring at each library/facility
 - > As the type and severity of incidents increases, Library Administration requests a review by Sheriff's Sergeant James Ogden
 - > Upon receiving Sgt. Ogden's recommendation and in order to provide a safe working environment for staff and a safe experience for the public, Library Administration will request a cost estimate for Securitas and possibly Tucson Police Department special duty police services

- > Sgt. Ogden together with the Deputy Library Director in charge of facilities manages this part of the process using existing master agreements for contract services. The location and number of hours assigned are determined by the Deputy Library Director in charge of public services.



**PIMA COUNTY
SHERIFF'S DEPARTMENT
SECURITY SERVICES COORDINATOR
Sergeant James G. Ogden, #827**



Eckstrom/Columbus Library Special Duty Officer Review

On January 22, 2014, I had the opportunity to meet with Ms. Cervantes, Library Director and her staff at the Eckstrom/Columbus Library. This particular meeting was to discuss security incidents that had occurred at the library involving staff and security. These two incidents can be summed up in one word; Communication.

Pima County Public Library staff have been so accustomed to handling a variety of issues ranging from a simple – "Please put your lid on your cup" to " You are being too loud" and " Your behavior is not acceptable at the library and I am going to have to ask you to leave." As many of these communications have turned out to be non-issues, it appears times have been, and are continuing to change. Some of the suggestions I have made during our meeting with Ms. Melinda Cervantes and her staff are as follows:

- ↳ At your libraries with Tucson Police Department Special Duty Officers is to provide them with a handheld communications device that they will be required to carry with them while on-duty at the library. Unfortunately, this is not the responsibility of the Special Duty Officer. While many officers carry cell phones, TPD does not provide them and many of the phones carried are personally owned and it would have to be the call of the officer working the library to provide their personal cell phone number to library staff. Therefore, inexpensive small communication devices should be provided to libraries with Securitas Officers/TPD Special Duty/Library Managers. TPD Special Duty Officers carry their police radio to communicate with their dispatch.
- ↳ If there is to be a suspension served to a library patron, I would like to suggest that these suspension letters be given to the Securitas Security Officer to serve to the patron. If there is a TPD Special Duty Officer working at the library during the time of suspension, the Securitas Officer will ask for the TPD Special Duty Officer to be immediately present during the service. We have instructed Securitas Officers that they are not to argue with the patron while serving them. They will advise the patron as to the reason of suspension and the length. Securitas will then direct the patron to read the paragraph which states that they can appeal in writing the suspension if so desired. The Patron will then be directed to leave the library. No further discussion necessary.
- ↳ Library staff will continue to handle minor challenges within the library. Such as removing a drinking cup from the computer area, and take your feet off the table and so on. However, if the patron becomes agitated and uses profanity, library staff should remove themselves from the problem and notify Securitas and the TPD Special Duty Officer to address the problem.
- ↳ Library staff will ask Securitas Security Officers and the TPD Special Duty Officer to be present should they suspect an altercation or observes a patron acting in a bizarre manner.

- ↳ Securitas shall be cautious when approaching angry patrons, if there is a TPD Special Duty Officer in the library, they will alert the Officer and approach the patron together.
- ↳ Library staff are encouraged to communicate with the TPD Special Duty Officer, Sgt. Ogden or TPD Sgt. Hickman, if the TPD Special Duty Officer is not performing up to the standards of the library. I.e. spending too much time on their personal cell phone, spending too much time in the back staff areas..
- ↳ Securitas Security/TPD-Special Duty Officer will immediately communicate any security related matters or problems with library patrons to library management.

Cost of Utilizing Pima County Sheriff's Department Off Duty Deputies

The Pima County Sheriff's Department has a very similar program providing security services to a variety of companies throughout Pima County. However, after researching and speaking with the Pima County Sheriff's Department Off Duty Coordinator, the cost for a deputy working off duty for Pima County library would be at the overtime rate (time and a half of the deputy normal pay) This rate would be a monumental increase compared to what Tucson Police is charging Pima County. Also, the current rate for a marked patrol car is \$2.00 an hour and .90 cents a mile calculated from starting point to end. (roundtrip) Rates are subject to change without notice.

Benefits of Utilizing Pima County Sheriff's Department Off Duty Deputies

The professional security services would be the same as that of a TPD Special Duty Officer.

Benefits of Utilizing Tucson Police Department Special Duty Officers

As the cost is substantially lower, please note that the Tucson Police Department has a major advantage over the Pima County Sheriff's Department in this particular arena. The advantage is that the libraries that employ TPD Special Duty Officers are located within the City of Tucson. Typically, the TPD Special Duty Coordinator attempts to place their Special Duty Officers at a location which they are quite familiar with. For example, a TPD Special Duty Officer working the Midtown Division could be assigned to Martha Cooper Library. This Officer will have an intimate knowledge of the "players" within his beat. Many times, these "players" can frequent our library. This valuable knowledge is an outstanding advantage for the safety and security of our staff and the patrons that frequent our libraries. The TPD Special Duty Officers also have resources in their Criminal Investigations Division that they can call on when they need information about a particular individual in a certain area. Detectives have responded to our libraries to assist these Special Duty Officers with important investigations. These Special Duty Officers also have the immediate back-up of the beat officers working in the area around our library.

This is a major advantage that the Tucson Police Department has over the Pima County Sheriff's Department is they are in the neighborhoods and familiar with the "players". The Pima County Sheriff's Department working a library located within the city limits would be calling on TPD for assistance. This familiarity positively adds to the safety and security of library staff and patrons.

The Tucson Police Department can also provide marked patrol cars for an additional \$4.00 an hour with no mileage charge. They have provided one at Woods Library at no additional charge to the library.

Summary

As stated at the beginning of this document, COMMUNICATION is the key to any successful security program. All parties must communicate with each other on a variety of security/administration issues. This will eliminate mis-communication between staff and security. These incidents that have been brought to your attention could have been totally alleviated with communication between all parties.

I have worked diligently with library staff and the TPD Special Duty Coordinator to assure you of a continued successful program. Library staff needs to concentrate more on running the library and less on security. Library staff needs to be removed out of harm's way and away from potential violent patrons. Tucson Police and Securitas needs to step up and take charge of unruly patrons.

This program utilizing Securitas and TPD in unison has been an amazing resource for your staff and the patrons that visit our libraries. Securitas Security Officers are specifically assigned and fitted to each library. They have become an integral part of your staff. They have become quite familiar with the patrons that frequent their library. Together, they are an unbeatable team. When I have done site visits, I cannot tell you enough about the positive comments that I have had the pleasure to hear. The patrons have openly thanked this Security Team for being present and allowing them to feel safe when coming to their library. I even had one mother stop and thank me for having a professional security team that has allowed her to feel safe and comfortable enough to send her children back to the library. This one comment alone, told me we are doing the right thing. Not only are we receiving the positive comments, but look at the statistics alone. The program works.

In closing, it is my recommendation that **we do not change or suspend** the program. Library staff and Security staff are working well together and will be highly visible. Library staff can run the library, as you know they do an amazing job, and TPD Special Duty and Securitas will take more a proactive lead to making their library a safe and secure environment for all.

I will continue to closely monitor this program and continue to work diligently with staff and security.

Communications between all parties is the key to running a smooth, safe and secure library operation.

Respectfully,

Sergeant James G. Ogden, #827
Pima County Sheriff's Department
Government Security Services Coordinator
724-2703 Office
465-4182 Cell

FY2013-2014 Cost of Special Duty Officers Assigned to Libraries/Tucson Police Department/County Sheriff's Office

Library	Average # Hours/Week	TPD Hourly Rate	TPD Average Cost/Week	Actual Weeks/Year	TPD Actual Annual Cost	Prior FY13 Actuals	Sheriff Hourly Rate	Sheriff Estimated Cost/Week	Estimated Weeks/Year	Sheriff Est. Annual Cost	Sheriff Est. Cost @ 12 weeks
Eckstrom-Columbus*	21	\$40.00	\$840.00	12	\$10,080.00	\$0.00	\$52.50	\$1,102.50	52	\$57,330.00	\$13,320
Martha Cooper	25	\$40.00	\$1,000.00	52	\$52,000.00	\$58,016.00	\$52.50	\$1,312.50	52	\$68,250.00	
Woods Memorial	23	\$40.00	\$920.00	52	\$47,840.00	\$47,864.00	\$52.50	\$1,207.50	52	\$62,790.00	
TOTAL	69	\$40.00	\$2,760.00	52	\$243,152.00	\$105,880.00	\$52.50	\$3,622.50	52	\$188,370.00	

* Contract for TPD special duty police officers at Eckstrom-Columbus Library effective 11/12/2013

FY2013-2014 Costs for Security Guards at (11) Libraries

Library	Average #		Average		Weeks/Y ear	Average Annual Cost	FY2013-2014		FY2012-2013	
	Hours/Week	Hourly Rate	Weekly Cost	Hourly Rate			Projected Cost	Actual Cost	Projected Cost	Actual Cost
Columbus	59	\$15.00	\$885.00	\$15.00	52	\$46,020.00	\$43,633.99	\$41,404.76	\$0.00	
El Pueblo	49	\$15.00	\$735.00	\$15.00	52	\$38,220.00	\$24,211.35	\$38,567.44	\$38,567.44	
Himmel Park	54	\$15.00	\$810.00	\$15.00	52	\$42,120.00	\$39,644.66	\$131,426.94	\$39,438.24	
Main	183	\$15.00	\$2,745.00	\$15.00	52	\$142,740.00	\$132,943.68	\$29,055.18	\$26,460.66	
Martha Cooper	54	\$15.00	\$810.00	\$15.00	52	\$42,120.00	\$40,630.18	\$9,103.20	\$8,727.18	
Mission	40	\$15.00	\$600.00	\$15.00	52	\$31,200.00	\$29,432.57	\$1,185.24	\$1,174.32	
Murphy-Wilmot	12	\$15.00	\$180.00	\$15.00	52	\$9,360.00	\$10,325.79	\$46,432.80	\$17,156.08	
Quincie-Douglas	60	\$15.00	\$900.00	\$15.00	52	\$46,800.00	\$35,216.36	\$487,296.22	\$390,132.04	
Santa Rosa	12	\$15.00	\$180.00	\$15.00	52	\$9,360.00	\$9,052.38			
South Tucson	40	\$15.00	\$600.00	\$15.00	52	\$31,200.00	\$29,748.26			
Valencia	46	\$15.00	\$690.00	\$15.00	52	\$35,880.00	\$34,316.24			
Woods Memorial	64	\$15.00	\$960.00	\$15.00	52	\$49,920.00	\$47,126.35			
Quincie Annex	22	\$15.00	\$330.00	\$15.00	52	\$17,160.00	\$11,014.41			
TOTAL	695	\$15.00	\$10,425.00	\$15.00	52	\$542,100.00	\$487,296.22	\$390,132.04	\$390,132.04	



MEMORANDUM

Date: February 4, 2014

To: Melinda Cervantes, Director
Library District

From: C.H. Huckelberry
County Administrator 

Re: Your January 28, 2014 Memorandum Regarding Eckstrom-Columbus Incident and Safety Report and the Use of Tucson Police Department Special Duty Officers and Securitas Staff

I appreciate your report. I remain concerned regarding the apparent lack of communication and lack of timely response to this incident by the Tucson Police Department (TPD) Special Duty Officer (SDO). The suggestions that are now being made should have been anticipated by law enforcement or others. I will await Sheriff's Sergeant James Ogden's report before taking any formal action to modify or suspend the program.

In the meantime, I would like to understand how much of Library system resources are being used for security purposes that would include the costs of SDOs, as well as Securitas staff, for each cost center or area. I would appreciate knowing how a contract is made with the TPD SDO to provide these services, the rates, and any systems that are available to ensure SDOs can provide the function desired as indicated in your memorandum. In recommending communication devices between Securitas and the TPD SDO, it seems this would be an equipment requirement of the Special Duty assignment and should have been anticipated and paid for by the SDO.

Further, the presence of an SDO in a library is a deterrent to unruly or criminal behavior only as long as the officer is visible and/or the equipment of such an officer is visible. I understand that TPD SDOs do not drive law enforcement vehicles, which would be a very deterrent parked in the Library parking lot; however, Sheriff's Deputies do. Perhaps we should reconsider the law enforcement agency we use for Special Duty assignments in the future.

CHH/anc

Attachment

c: Hank Atha, Deputy County Administrator for Community and Economic Development
James Ogden, Sergeant, Pima County Sheriff's Department

MEMORANDUM

DATE: January 28, 2014

TO: C. H. Huckelberry,
County Administrator

FROM: Melinda Cervantes, *mc*
Library Director

SUBJECT: Eckstrom-Columbus Incident & Safety Report

Per your request, this Incident and Safety Report is in response to concerns raised over two incidents that occurred at Eckstrom-Columbus Library on Thursday, January 2, 2014. In both cases, customers were approached by a Securitas guard and/or library staff and asked to stop behavior that violated the Pima County Public Library customer code of conduct.

These interactions with customers are common and customers typically respond well and stop the inappropriate behavior without further incident. Using our best customer service, staff treats non-emergency incidents as learning opportunities. In the incidents mentioned above, however, the behavior of the customers escalated quickly as they became angry, used profanity, made gestures toward the guard and staff and did not comply with requests to stop the behavior. As a result and in order to direct customers to leave the premises, the TPD special duty officer was alerted so he could make sure they left and did not return. The TPD officer was at the far end of the facility and not easily alerted to the escalating incident in the parking lot outside the library.

Recommendations:

- Staff has been instructed to remove themselves from "harm's way" and alert the Securitas guard and/or TPD officer on duty to address any escalating incidents
- At a staff meeting on January 22, Sgt. James Ogden recommended the Library acquire a communication device (walkie talkie, radio) for each Securitas guard and TPD Officer to use while on duty
- Additional recommendations from Sgt. Ogden are forthcoming in a separate memo
- Procedures will be made uniform at all libraries with Securitas guards and TPD officers on duty

In response to the confusion caused by the 911 notification in the tracker, the Library Incident Tracker will be revised to include a new listing for Onsite special duty officers.

Background:

TPD special duty officers began patrolling at the Eckstrom-Columbus Library on Thursday, November 7, 2013. Prior to the arrival of the TPD special duty officer, staff met with Sgt. Ogden, County Sheriff's Office and Sgt. Hickman, Tucson Police Department, to discuss how to engage with the TPD special duty officers.

In reviewing the two incidents, Library Administration and Branch Manager Mary Sanchez agreed on the need to schedule another security meeting with Library Administration, Eckstrom-Columbus in-charge staff, TPD Representatives and Sgt. Ogden, Pima County. This meeting has been scheduled for Wednesday, January 22nd. The goal is to clarify roles and improve communication between Securitas guards, Special duty officers and library staff.

Feedback from the community:

The Eckstrom-Columbus Library community has responded positively to the addition of TPD special duty officers. Special duty officers have recorded over twenty positive comments in their incident log and many more customers have thanked library staff for the enhanced security. The overwhelming response from customers is that they feel much safer using the library. Parents have personally thanked Special duty officers because they feel their kids are safe when an officer is here. One woman told staff that she heard there were Special duty officers at the library from her neighbor, which prompted her to start coming in the evening. She is usually too afraid to go out at night.

Special duty officers have also been willing to walk elderly customers to their cars at night, and have posed for pictures with kids at the request of parents. The addition of Special duty officers has demonstrated to customers that we take their security concerns very seriously.

Incidents have dropped dramatically as shown in the chart below. Many regular customers who previously caused problems are behaving better due to the presence of special duty officers. Officers have also prevented people under the influence of drugs or alcohol from entering the library, which has helped lower incidents related to this type of behavior.

Fewer unattended children are left at the library after closing, as parents become aware that they may get a call from the special duty officer if they don't pick up on time. Special duty officers have also worked well with staff and Securitas guards. They have intervened when situations have started to escalate, helped issue suspensions, and made sure customers that are asked to leave, have left the premises and don't return.

RECORDED INCIDENTS AT ECKSTROM-COLUMBUS LIBRARY SINCE REOPENING IN JUNE 2013			
	Incidents	911 Police Calls	Suspensions
June	26	5	7
July	46	8	10
August	23	2	5
September	23	1	7
October	21	0	3
*November-TPD on-site	18	0	2
*December-TPD on-site	11	1	1

The presence of special duty officers at Eckstrom-Columbus Library has already made a big difference:

- Customers and staff feel safer
- Number of incidents dropped by 60%
- Serious incidents resulting in 911 police calls or suspensions have been reduced or eliminated altogether
- Staff is now available to provide improved service and programs to customers

There is always room for improvement and with better communication and understanding of shared responsibilities, Eckstrom-Columbus Library staff, Securitas guards and TPD special duty officers will continue to improve the way we handle incidents to insure that safety of customers and staff.

C: Hank Atha, Deputy County Administrator

MEMORANDUM

DATE: January 26, 2014

TO: C.H Huckelberry,
County Administrator

FROM: Melinda Cervantes,
Library Director

SUBJECT: Eckstrom-Columbus Incident & Safety Report

Per your request, this Incident and Safety Report is in response to concerns raised over two incidents that occurred at Eckstrom-Columbus Library on Thursday, January 2, 2014. In both cases, customers were approached by a Securitas guard and/or library staff and asked to stop behavior that violated the Pima County Public library customer code of conduct

These interactions with customers are common and customers typically respond well and stop the inappropriate behavior without further incident. Using our best customer service, staff treats non-emergency incidents as learning opportunities. In the incidents mentioned above, however, the behavior of the customers escalated quickly as they became angry, used profanity, made gestures toward the guard and staff and did not comply with requests to stop the behavior. As a result and in order to direct customers to leave the premises, the TPD special duty officer was alerted so he could make sure they left and did not return. The TPD officer was at the far end of the facility and not easily alerted to the escalating incident in the parking lot outside the library.

Recommendations:

- *Staff has been instructed to remove themselves from "harm's way" and alert the Securitas guard and/or TPD officer on duty to address any escalating incidents*
- *At a staff meeting on January 22, Sgt. James Ogden recommended the Library acquire a communication device (walkie talkie, radio) for each Securitas guard and TPD Officer to use while on duty*
- *Additional recommendations from Sgt. Ogden are forthcoming in a separate memo*
- *Procedures will be made uniform at all libraries with Securitas guards and TPD officers on duty*

In response to the confusion caused by the 911 notification in the tracker, the Library Incident Tracker will be revised to include a new listing for Onsite special duty officers.

Background:

TPD special duty officers began patrolling at the Eckstrom-Columbus Library on Thursday, November 7, 2013. Prior to the arrival of the TPD special duty officer, staff met with Sgt. Ogden, County Sheriff's Office and Sgt. Hickman, Tucson Police Department, to discuss how to engage with the TPD special duty officers.

In reviewing the two incidents, Library Administration and Branch Manager Mary Sanchez agreed on the need to schedule another security meeting with Library Administration, Eckstrom-Columbus in-charge staff, TPO Representatives and Sgt. Ogden, Pima County. This meeting has been scheduled for Wednesday, January 21, 2014. The goal is to clarify roles and improve communication between Securitas guards, Special duty officers and library staff.

Feedback from the community:

The Eckstrom-Columbus Library community has responded positively to the addition of TPD special duty officers. Special duty officers have recorded over twenty positive comments in their incident log and many more customers have thanked library staff for the enhanced security. The overwhelming response from customers is that they feel much safer using the library. Parents have personally thanked Special duty officers because they feel their kids are safe when an officer is here. One woman told staff that she heard there were Special duty officers at the library from her neighbor, which prompted her to start coming in the evening. She is usually too afraid to go out at night.

Special duty officers have also been willing to walk elderly customers to their cars at night, and have posed for pictures with kids at the request of parents. The addition of Special duty officers has demonstrated to customers that we take their security concerns very seriously.

Incidents have dropped dramatically as shown in the chart below. Many regular customers who previously caused problems are behaving better due to the presence of special duty officers. Officers have also prevented people under the influence of drugs or alcohol from entering the library, which has helped lower incidents related to this type of behavior.

Fewer unattended children are left at the library after closing, as parents become aware that they may get a call from the special duty officer if they don't pick up on time. Special duty officers have also worked well with staff and Securitas guards. They have intervened when situations have started to escalate, helped issue suspensions, and made sure customers that are asked to leave, have left the premises and don't return.

RECORDED INCIDENTS AT ECKSTROM-COLUMBUS LIBRARY SINCE REOPENING IN JUNE 2013			
	Incidents	911 Police Calls	Suspensions
June	26	5	7
July	46	8	10
August	23	2	5
September	23	1	7
October	21	0	3
*November-TPD onsite	16	0	2
*December-TPD onsite	11	1	1

The presence of special duty officers at Eckstrom-Columbus Library has already made a big difference:

- Customers and staff feel safer
- Number of incidents dropped by 50%
- Serious incidents resulting in 911 police calls or suspensions have been reduced or eliminated altogether
- Staff is now available to provide improved service and programs to customers

There is always room for improvement and with better communication and understanding of shared responsibilities, Eckstrom-Columbus Library staff, Securitas guards and TPD special duty officers will continue to improve the way we handle incidents to insure that safety of customers and staff.

C: Hank Atha, Deputy County Administrator