

POLICE SERVICES STEERING COMMITTEE

Wednesday February 7, 2007

4:30pm – 6:00pm

110 North Fourth Avenue

Members Present:

Paul Bunten	Chief of Police Saline
Jeff Irwin	County Commissioner, Chair of Board
Karen Lovejoy Roe	County Commissioner
Herb Mahony, Designee	County Under Sheriff
William McFarlane	Superior Township
Michael Moran	Ann Arbor Township
Mark Ouimet	County Commissioner
Kenneth Schwartz	County Commissioner
Patricia Vaillencourt	Village of Manchester

Members Absent: Ruth Ann Jamnick, Pat Kelly, Dan Minzey, Brenda Stumbo, Kenneth Unterbrink

Staff Present: Mary O’Hare (Facilitator), David Behen, Robert Guenzel, Rolland Sizemore, Jr., Linda Wicks (Recording Secretary)

1. Call to Order

The meeting was called to order by Facilitator O’Hare, 4:35pm, at the Washtenaw County Annex Building, 110 N. Fourth Ave, first floor large conference room.

2. Approval of Minutes

McFarlane moved for approval of the January 17, 2007, Police Services Steering Committee meeting minutes; Irwin seconded; all in favor, with one abstaining (Vaillencourt).

3. Citizen Participation

None.

4. Welcome New PSSC Members

O’Hare welcomed new *PSSC* members, Commissioner Karen Lovejoy Roe and Commissioner Kenneth Schwartz. She explained that the *PSSC* has chosen to continue the use of a facilitator rather than to elect *PSSC* officers, with the WC Office of Organizational Development providing this service along with minutes and record keeping for the *PSSC*.

5. Update on Metro Alliance

Guenzel reported that at the February 8 Metro Alliance meeting Tony VanDerworp (WC Director of Planning & Environment) plans to bring together a number of discussions taking place regarding combined police and/or fire dispatch. He noted that centralized dispatch has been a discussion subject not only for *PSSC* members and the Metro

Alliance, but also the 800 MHz Committee, the Consortium, and informally with the City of Ann Arbor. He noted that the fire group has been working on this issue quite a bit, looking at all areas where they might work together, including dispatch. He noted that the police group effort has been on and off over the last ten years for a Regional Dispatch Authority, coming close to a merger with the City of Ann Arbor, Sheriff and some smaller units, falling apart when the City backed out.

Guenzel indicated that VanDerworp will be asking at tomorrow's meeting how serious the Metro Alliance is about centralized dispatch; noting that if this group is serious about centralized dispatch, expansion will be needed beyond the Metro Alliance, which covers just the two cities and their surrounding townships. Guenzel indicated that VanDerworp will report out from the Metro Alliance meeting at the March 7 *PSSC* meeting.

O'Hare suggested that *PSSC* members who are also members of the Metro Alliance might think about questions from tomorrow's presentation that might be applicable for the *PSSC* to discuss in March.

Guenzel noted that there needs to be the "political will" for a centralized dispatch; that a lot of work can be put into making this happen, but without the "political will" it could fall apart.

Moran said that at a Washtenaw Metro Alliance meeting he had made a motion to proceed with adopting a central dispatch, which was supported, noting that this group had endorsed the concept of a central dispatch.

McFarlane stated a concern regarding fire and police sharing the same dispatch, indicating that they could work out of the same area, but that police dispatchers do more in terms of monitoring the officer's safety whereas fire dispatch does not need to be monitored as closely.

Bunten indicated that Saline Police dispatch for Saline fire, and have had very few complaints. He indicated that they had allowed the fire side to "design" how they would like to be dispatched, making the system functional for both. He said that this was the third time he had been through a regionalization of dispatch process, noting that there are some inherent problems along the way that need to be ironed out.

Irwin suggested that state incentives/grants mentioned in the Governor's recent *State of the State* address for consolidation of services within local governments may need to be looked at for central dispatch.

Mahony agreed that there will need to be the "political will" to make centralized dispatch happen, indicating further that there also needs to be a driving outside force, such as financial reasons. Irwin concurred, noting that without external pressure it may be hard to push through to completion – asking the question "are we going to save money?" Vaillencourt agreed that to get buy-in cost savings will need to be demonstrated. Bunten further noted that efficiencies gained or lost also need to be counted.

O'Hare asked *PSSC* members to think about what questions they should be considering as they hear VanDerworp's presentation and his update from the Metro Alliance, and what subsequent discussion for *PSSC* members should center on.

Mahony suggested that, if centralized dispatch is supported by the Metro Alliance, *PSSC* members should focus on what the process is going to be, what steps need to take place, and how it will impact all the jurisdictions.

McFarlane indicated that some townships have concerns about HVA's dispatching, inquiring if HVA would be involved; with Guenzel responding that they have been invited to the February 8 Metro Alliance meeting, and that they would be involved.

Lovejoy Roe inquired if there were other models that can be looked at. Guenzel replied that we are not yet in a position to look at models.

Bunten noted that there are two levels of dispatch: those that have only the responsibility of dispatching; and those in smaller departments where the dispatcher may also serve as the receptionist and/or building security and other duties. He noted the additional impact that centralizing dispatch could have on these dispatch environments, that solutions can be worked through but they need to be looked at closely.

Lovejoy Roe inquired regarding who should be at the table when involved in a centralized dispatch process, suggesting that perhaps labor representatives should be included. She inquired if labor representatives should be included at the *PSSC*, with O'Hare responding that labor representatives had been invited to attend *PSSC* meetings, but had declined because of the timing (currently in negotiations). O'Hare said that they could be re-invited, noting that *PSSC* meetings are open and they would be welcome at any meetings.

6. Reaffirmation of Committee Charter

O'Hare stated that the *PSSC* Committee Charter has been updated to include the most recent revisions from January *PSSC* discussion:

- 2.1 Membership – “Membership includes representatives from”
- 2007 Membership Listing Updated
- 2.4 Communication Responsibilities (section added defining *PSSC* expectations for communicating out from *PSSC* meetings to groups they represent or are associated with)

Vaillencourt requested that the municipalities be listed next to the member names, and that “2006” be added after “The first committee's work was successfully completed in March” in item 1.3 Background.

Ouimet moved for approval of the *PSSC* Committee Charter as amended; Bunten seconded; all in favor.

7. Workplan for 2007

O'Hare reviewed the *PSSC* Workplan for 2007, including the addition of the two items discussed at the January *PSSC* meeting:

1. Monitor Union Contract Negotiations

Diane Heidt (HR/Labor Relations Director) is scheduled to attend the April 4 PSSC meeting to provide a Union Contract Negotiations update

2. Monitor Discussion of Regional Dispatch

Tony VanDerworp (Director of Planning & Environment) is scheduled to attend the March 7 PSSC meeting to provide a Regional Dispatch update (Metro Alliance)

3. Monitor Key Performance Indicators for Police Services Operations

PSSC to start working on Key Performance Indicators at today's meeting

4. Expand Collaboration Between Contracting Jurisdictions

To include review of staffing analysis by jurisdiction

5. Determine Opportunities for Efficiencies Within Contract Pricing

To include comparison of pricing models from other jurisdictions

May include forming a subcommittee to dissect some of the models

Moran indicated that item 5 should include a discussion about the reality of cost structure.

O'Hare indicated that she would keep the workplan updated, tracking the work and discussions done by the *PSSC*.

Guenzel asked where the issue of overtime and the change in 2008 fits into the workplan. O'Hare noted that this is an issue that the *PSSC* will need to talk about, to provide assistance for local jurisdictions as they work with their budgets for 2008. She added this overtime issue to item #3 "Key Performance Indicators," noting that when it is operationalized *PSSC* members may want to discuss it on its own. McFarlane suggested that it could be helpful to have a six month indicator for overtime, additionally looking at this seasonally. Ouimet noted that it is more than just the dollar amount, indicating it is how they are deployed – how regular hours and overtime are managed.

Lovejoy Roe noted the trend of having so many open positions and its impact on overtime, noting that there is a point up to which it is cheaper to pay overtime, suggesting the need to review data regarding this issue.

Mahony indicated that they are currently down five positions, with an additional one on military leave, another leaving next week for military leave, and two on family leave – all ending up being backfilled vacant positions (nine positions with no bodies, monies incurred for four). He noted that this would be an issue that can roll into the contracting and staffing analysis, inquiring whether a jurisdiction would be better off paying overtime to backfill vacancies such as regular benefit time off (not family/military leave) or hiring additional bodies?

8. Key Performance Indicators for Police Services Contracts

O'Hare facilitated discussion regarding *Key Performance Indicators for Police Services Contracts*, confirming with *PSSC* members that these key performance indicators are for the contracts themselves and making sure that they are being fulfilled. She noted that in the past the primary key indicator used was whether the hours contracted for were being filled. She asked that *PSSC* members discuss what else could be a key indicator that these contracts are successful:

- 1. Filled vs. vacant positions**
- 2. Staffing analysis is available for each contract/jurisdiction**
- 3. Regular timely reports regarding police activities** (establish parameters for reports)
- 4. Overtime protocol developed and monitored**
- 5. End user customer satisfaction**
- 6. Deployment of general road patrol – core services**
- 7. Regular crime trends** (report card on community)
- 8. Collection of fines and costs**
 - Staffing analysis has taken place and is available for each contract/jurisdiction - The Sheriff has met with each jurisdiction and developed a plan for the community.
 - Talk about assumptions – Develop a standard model and then discuss assumptions with the jurisdiction. Outcomes will be different depending on the assumption (i.e., if the standard model is that a 15 minute response time is acceptable, this assumption will alter if the jurisdiction wants a 10 minute response time). May be an opportunity to look for the appropriate middle ground.
 - Agreement has taken place that the contract represents what the jurisdiction wants and its expectations.
 - Ongoing conversation – not a one time discussion.
 - Capture costs for overtime – Three kinds of overtime: Backfilling benefit time off, response to county-funded issues (non-chargeable overtime such as SWAT) and fill vacant positions. Only the backfilling of benefit time off is being charged back to the jurisdictions.
 - Direct satisfaction of community – Are they getting their money's worth? Are they seeing a police presence? How can jurisdictions determine if their citizens are satisfied? (calls, neighborhood watch groups, comprehensive community survey).
 - Collection of fines/costs – More tickets collected results in more time in court, therefore overtime. Need to look at whole picture as part of staffing analysis. Staffing ability to be pro-active vs reactive. Look at break even point for collection of fines vs overtime costs. Some jurisdictions do not benefit from the traffic tickets that are written – they don't collect the revenue. Fits into staffing analysis and determining levels of services needed for jurisdiction.

O'Hare indicated she would put these key indicators into a format for review, sharing it with Mahony to see if there may already be methods in place for tracking. She suggested perhaps narrowing it down to a few items to be looked at each month. Mahony noted that a lot of the items may roll into a regular monthly report, which the *PSSC* could decide how to monitor.

9. Other: Committee Member Check-In

Mahony noted that the Sheriff's Office is at the end of Phase Six of overcrowding at midnight, and will be entering into Phase Seven. He indicated that Phase Six, the banding process by Judges, has resulted in 19 releases with another seven due to bond reductions for a total of 26 since January 23rd. He said preliminary indications are that between 50-70 people would be getting sentence reductions in Phase Seven to get out of overcrowding. Lovejoy Roe inquired regarding what process is in place to notify the victims of early release for domestic violence cases. Mahony indicated that they are required by statute that defines victim notification forwarding, that they will be contacting Safehouse regarding the 10 DV cases impacted at this time, and that there is a total of 23 cases where the primary charge is assault. Mahony indicated that the early releases must be from sentenced misdemeanants; those in pre-sentencing are not eligible for early release.

McFarlane complimented the Commissioners and Administration on their vote last week to look at facilitative mediation with the three plaintiff Townships in order to attempt to settle the current litigation. McFarlane provided an update on their "Blue Ribbon Committee" *Regional Police Authority Feasibility Study*, indicating that Scio Township has joined this group, and that the committee is moving forward in a positive way and will be in a good position to make a decision. He noted an invitation has been extended to Ypsilanti Township to join this committee.

Irwin reported that the last CJCC meeting had a lot of discussion about the overcrowding act and how the Sheriff was going to deal with the situation. Irwin indicated that the Sheriff had agreed at that meeting that they should sit down and talk about the boarding out situation and how the BOC and Sheriff can work better on establishing appropriate boarding out policies – giving the BOC the assurances needed that the budget for boarding out would be used judiciously, and providing the Sheriff some flexibility to manage the population better. Irwin indicated that he hoped this meeting would occur the next week, looking at who should be at the discussions and what the timeline should be for any decisions.

Moran indicated his concern regarding the extraordinary number, percentage-wise, of unsentenced people in the jail vs sentenced, noting that according to the statistics there was not a single day where they were fewer pre-trial people in jail than convicted. He noted the restrictions on the Sheriff regarding who can be released, and indicated that the CJCC is continuing to try to get more statistical information about those in pre-conviction status.

O'Hare noted that the *PSSC* connects well with a number of the other committees, such as CJCC and Metro Alliance, stressing that it is good to get updates from these other groups.

10. Adjournment

The meeting was adjourned by Facilitator O'Hare at 5:40 pm.

Next Meeting:

Wednesday, March 7, 2007

4:30pm – 6:00pm

110 N. Fourth Avenue, Large Conference Room

Approved by Committee: 7 March 2007