

**POLICE SERVICES STEERING COMMITTEE**

**Wednesday March 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
Ruth Ann Jamnick	Ypsilanti Township
Pat Kelly	Dexter Township
Karen Lovejoy Roe	County Commissioner
Herb Mahony, Designee	County Under Sheriff
Michael Moran	Ann Arbor Township
Mark Ouimet	County Commissioner
Kenneth Schwartz	County Commissioner
Patricia Vaillencourt	Village of Manchester

**Members Absent:** William McFarlane, Dan Minzey, Brenda Stumbo, Kenneth Unterbrink

**Staff Present:** Mary O’Hare (Facilitator), David Behen, Robert Guenzel, Scott Patton, Tony VanDerworp, 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**

Ouimet moved for approval of the February 7, 2007, Police Services Steering Committee meeting minutes; Vaillencourt seconded; all in favor.

**3. Citizen Participation**

None.

**4. Discussion with City of Ypsilanti**

Guenzel reported that the Mayor of Ypsilanti City had requested an informal proposal regarding the County providing police services within the City of Ypsilanti. He indicated that the County had provided a quick estimate based on the formula currently used for local jurisdictions multiplied by an anticipated number of deputies, lieutenants and sergeants for a total of about four million dollars. This estimate had then been used by the City publicly, compared to further Ypsilanti City calculations. Guenzel noted that these calculations had been prepared as a quick preliminary response to the City’s request for immediate information, and had not been intended for publication. He indicated that if Ypsilanti City would like to explore contracting with the County for police services further discussions would need to take place to include the Sheriff’s Dept.

Moran noted that Ypsilanti City is participating in the Eastern Washtenaw Police Authority Feasibility Study (“Blue Ribbon Committee”), exploring what their options are.

Mahony indicated that the Sheriff’s Office had received word from the City of Ypsilanti on February 19 that they were on the agenda for the next day to give a presentation on the cost savings from these calculation studies. He indicated that they were not aware of either the Mayor’s request for calculation estimates nor the agenda presentation. Mahony stated that they would be happy to talk with Ypsilanti City regarding services/costs, but that this should come as a formal request, allowing key stakeholders to review.

Mahony recommended that a process be setup for these types of “calculations” requests, which would allow key stakeholders to take part, stressing that this would assist in preventing any misuse or misrepresentation of information provided.

#### **5. Committee Member Check-In**

Guenzel reported that he and Commissioner Irwin had met today with the Supervisor, Treasurer and a Trustee from Augusta Township for a “pre-meeting prior to mediation” to resolve outstanding litigation issues. He noted that this was a good, positive meeting, and that the group would be meeting again on March 16. Irwin further noted that this positive conversation had provided a chance for all to air their perspectives on the situation and put on the table how these perspectives may differ and where all want to go. He noted that they were not too far off in terms of discussion, and that additional numbers and details will be researched to help bridge the final gap.

Vaillencourt expressed her appreciation for the BOC support of those jurisdictions who have signed the contract, and their willingness to continue on towards a resolution that all can live with; noting that had there been a “two-tier cost system” established, this would have undermined the work of this Steering Committee.

#### **6. Dispatch Presentation and Discussion**

Tony VanDerworp (Director of Planning and Environment) provided an update on Central Dispatch (WMA Central Dispatch Update dated 2/7/07 attached).

#### **Background / Washtenaw Metro Alliance**

VanDerworp provided some background to the Central Dispatch update, stating that the Washtenaw Metro Alliance (Cities of Ann Arbor and Ypsilanti and surrounding townships) has been discussing quality of life issues and future issues for their region, including public safety services, transportation, and open space. He noted that WMA had asked that their Fire Chiefs get together with the charge of looking at the long range needs of the region and to make recommendations regarding maintaining services and containing costs. The group looked at what kinds of service demands there would be in the year 2030, with a predicted additional 60,000 residents – what this would mean for fire services in terms of equipment, staffing and location. The report back found that functional consolidation of fire services would be a good idea, maintaining a level of services needed in the region and providing numerous benefits by having the different

departments “act as one”. He stressed that this functional consolidation is different than true consolidation, noting that in functional consolidation the different departments still retain their own identity but act as one.

VanDerworp indicated that the group then began to look at the more detailed aspects of functional consolidation, in terms of equipment, stations and staffing co-locations, etc.; with the Fire Chiefs determining the need to go back to their elected officials to determine what the level of commitment is prior to going forward – noting that this is a political decision and there must be political will to move forward. He noted that the WMA sees a need to have all services (fire, medical and police) involved in the Central Dispatch effort. VanDerworp noted that a critical recommendation from this group was to have a Central Dispatch system; even before functional consolidation.

VanDerworp reviewed the eight dispatchers currently in the County (the cities of Ann Arbor, Ypsilanti, Chelsea, Milan and Saline, the Townships of Pittsfield and Ypsilanti, and Huron Valley).

#### Washtenaw Area Mutual Aid Association (WAMAA)

VanDerworp indicated that the group really spear-heading the Central Dispatch effort at this time is the Washtenaw Area Mutual Aid Association; indicating that he is prepared to take back to this group any comments from the *PSSC*. This group of Fire Chiefs is chaired by Jim Roberts, Fire Chief from Superior Township. This committee has been looking at Central Dispatch for the entire county for some time, and is reviewing other successful models (Livingston and Monroe Counties). The WAMAA target is to have presented to decision makers by the end of summer 2007 information regarding equipment, operations, level of service and cost; along with recommendations regarding model, staffing, location, and funding structures. VanDerworp noted that he had volunteered County staff services to assist with technical analysis if needed.

#### 800 MHz Consortium

VanDerworp indicated that the 800MHz Consortium, chaired by Paul Bunton, Saline Police Chief, is dealing with radio equipment at this time, not really dispatch issues. He noted that this group has indicated there would probably not be a lot of cost savings initially having equipment in a central location, and that it could impact some jurisdictions in how they use their dispatchers (dispatchers performing additional local duties). This group proposed that a voluntary model wherein some jurisdictions join a Central Dispatch authority may be the appropriate model. He noted that the 800MHz Consortium is willing to look at the Central Dispatch issue and meet with WAMAA to discuss.

#### 800MHz Project Oversight Committee

VanDerworp indicated that the 800MHz Project Oversight Committee, chaired by County Administrator Robert Guenzel, is not charged with consolidating dispatch, except that there may be some limited costs savings for the project by going in the direction of a consolidated dispatch. VanDerworp noted that there had been a prior four-year effort, however at the end of the day there was not the political will to proceed. Guenzel

suggested that if the City of Ann Arbor and the County could come together for a Central Dispatch, others could join in the future.

#### Washtenaw Metro Alliance (WMA)

VanDerworp noted that the WMA has discussed the advantages of a civilian authority for Central Dispatch, with a dedicated career path. He noted that immediate costs savings may be minimal but that future costs savings could be substantial.

Ouimet requested a map showing where all the current dispatch stations are. He suggested starting with the City of Ann Arbor and the County coming together, inquiring how feasible this might be. Guenzel stated that he has had some preliminary discussions with the current City of Ann Arbor Administrator, indicating that he will follow up on this – stressing that there needs to be the political will to follow through.

Moran stated that he had met this morning with Craig Swenson, HVA fire/medical services dispatch. He indicated that in an historical timeframe it is a much more recent Central Dispatch than he had thought; and that he had not realized how far the County and the City of Ann Arbor had come previously, even down to issues concerning staffing and unions. He stated that he walked away from his meeting with Swenson thinking it was feasible and could happen. He indicated that Swenson had referenced an authority that had been created for Central Dispatch, inquiring if it is still valid and noting that if it is, it may provide the vehicle to move forward. Guenzel concurred that an intergovernmental authority had been created, the Washtenaw County Regional Dispatch Authority (Chair, Ypsilanti Police Chief George Basar), with good representation.

Kelly stated that she was hearing a lot about dollars, but that her “political will” would be better achieved by functional reasons: would it work better and protect her citizens better – indicating that while she likes the idea of saving money, the idea of getting help quicker is more important. She noted the need to stress this component when working to achieve “political will” for Central Dispatch.

Mahony indicated that he met with WAMAA Chair Jim Roberts after their last meeting, coming to a good understanding of what the previous obstacles were and what was done right/wrong in previous attempts. He indicated that he felt this could happen, at least on a County/City of Ann Arbor level, which can be expanded on. He noted that there are serious efficiencies that can be gained long term, and that operational efficiencies are there also (e.g., fire calls cross over to police and/or to medical).

Bunton agreed that there are efficiencies to be gained, noting also that there are efficiencies to be lost. He indicated that in smaller jurisdictions like Saline, dispatchers are relied on to do much more (administrative duties, keeping doors open, prisoner surveillance via closed circuit video) – presenting issues that will need to be worked through.

Schwartz inquired of VanDerworp regarding population assumptions, asking when good data for 2006 population changes would be available, and noting that assumptions are

often far off the mark. VanDerworp indicated this data should be available June 2007. He indicated that the further out the assumptions are projected, the more accurate they are; that there can be huge fluctuations in the short term, but over the longer period the projections become more accurate. He indicated that SEMCOG data has been very accurate in long term projections. Schwartz noted a need to emphasize long-term planning in all departments.

Vaillencourt commented that she found it very ironic that the *PSSC* is looking at collaboration for better efficiencies and services, and in the next breath talking about 12 or more communities going out and trying to setup their own police department because they can't afford to be part of a consolidation. She inquired regarding how much inefficiency is being built in to our Public Safety because we don't stop and take a long term look.

Moran noted that this is one reason Ann Arbor Township is currently participating in the regional Policy Authority Feasibility Study, indicating that this "looking long range" is something they need to do, whether it be for Police Services or Central Dispatch.

Irwin noted that if we can improve services and at the same time maybe save a little money, most jurisdictions will see the benefits, and will make their decision based on the bottom-line. He noted that the current Sheriff situation will ultimately resolve, and that the contracts are designed to contain a level of support that is significant, suggesting that as other options are explored balkanized jurisdictions may see the sense to stay with the County for police services simply based on dollars. He therefore noted the need to make a case for saving real dollars on Central Dispatch, since this may ultimately drive the decision makers.

Moran noted that the Governor's collaborative focus may provide some monies for regional matters; and that this should be closely looked at for Central Dispatch.

O'Hare stated that she had captured categories of comments from this Central Dispatch discussion:

- 1) Cost savings is good and we want to look at this; but we want to balance this with better functioning – so that it is not just about money, but also about the services
- 2) To have a total picture around this, and not just see as dispatch – but also the ultimate impact it might have on other jurisdictions
- 3) Need to make sure the long-term perspective is taken into account

Schwartz inquired about the "political will" issue, and the prior effort with the City of Ann Arbor that fell through. Guenzel said that issues involved included local control that might be lost in a more regional dispatch effort. He indicated that there are all kinds of regional dispatch "best practices" operations throughout the state and Country. He indicated that about four years were spent working on the County/City Central Dispatch effort, and that a Regional Dispatch Director had been hired, before the City pulled out.

Lovejoy Roe inquired about starting a Central Dispatch with smaller jurisdictions, rather than the City of Ann Arbor, noting that it might make more sense to try at this smaller level, with fewer complications than were presented working with the City of Ann Arbor previously. Guenzel noted that a reason the County had originally worked with the City was the critical mass involved; and because of the local impact it would have on the smaller jurisdictions' departments that rely on dispatch staff for other duties. Noting that the smaller jurisdictions had presented a "wait and see" approach.

Guenzel indicated that the current City of Ann Arbor Administrator Roger Fraser has indicated that he is open to any discussions and is not fixed on any model. Guenzel indicated he would pursue this option and will keep the *PSSC* informed.

O'Hare stated that she had captured two action items for follow-up prior to the April *PSSC* meeting:

- 1) Map of current dispatch stations: fire and police, color coded
- 2) Check on Regional Dispatch Authority, to determine if still valid

VanDerworp indicated he would share *PSSC* comments back to WAMAA and will follow-up on the status of the Regional Dispatch Authority; reporting this information back thru O'Hare. He indicated that WAMAA had provided a late summer timeframe for providing information to decision-makers. VanDerworp will keep O'Hare apprised of what is going on, with tentative report back to *PSSC* in August or September.

Jamnick indicated that SEMCOG had indicated at a meeting with County Elected Officials last week that they would have statistics available in March. VanDerworp indicated he would check with SEMCOG.

## **7. Finalize Key Performance Indicators: Accountability and Frequency of Monitoring**

O'Hare distributed a listing of "key indicators" as discussed at the February *PSSC* meeting, requesting confirmation that these are the key indicators the *PSSC* believes should be monitored and inquiring about the time frame and frequency for monitoring, and accountability regarding who should be responsible for pulling the information together and presenting this to the group.

O'Hare noted that the first two indicators are more "milestones" rather than ongoing monitoring.

- 1. Deadlines met on completing Staffing Analysis for each contracting jurisdiction representing agreement with jurisdiction**
- 2. Deadline met on developing operational protocols (including overtime use)**
  - April *PSSC* Meeting – Timeline complete
  - May – Meetings with individual jurisdictions (review and agree on assumptions in report, and level of staffing needed to accomplish local goals)

- June/July – Report back to *PSSC* regarding process
- August – Operational plans finalized, including overtime and what regions are working together

O’Hare indicated she would put these items on the monthly *PSSC* agenda, to assist with staying on target. Kelly inquired if Mahony would be meeting individually with each jurisdiction, or if these would be joint meetings, indicating she may find benefit in meeting jointly. O’Hare inquired if an update or report on cooperative agreements would be of interest to *PSSC* members; with an affirmative response.

**3. Regular reports to include:**

- Number filled vs. vacant positions
- Crime trends
- Response times/Jurisdictions
- Overtime trends (non-chargeable overtime, filling vacant positions, backfilling benefit time off)
- Police activity during time period
- Deployment of general road patrol

Irwin suggested the need to review these key indicators after the initial meetings have occurred with jurisdictions to better determine how much work it will take to provide the key indicator information and what value it brings – to then determine what frequency is appropriate. He noted that much of the reporting functions could perhaps be eventually systematized/computerized, but that up front it could require much effort. He suggested producing the report/s once, reviewing them and assessing the balance between effort and value to determine frequency demanded. Mahony agreed that currently the data is difficult to assemble as it is pulled from multiple systems and files, noting, however, the good news that these same data issues are being addressed by a CJCC subcommittee of Systems Integration/Data. He indicated that he could commit to quarterly reports at this time, noting that they are moving to a new computer platform (CLEMIS - Courts and Law Enforcement Management Information System), and will be able to pull up reports more easily from this new system.

O’Hare requested a report, or mock-up of the report, to determine if this is the information that is wanted/needed. Mahony indicated he could have this report “mock-up” for the May *PSSC* meeting.

**4. Citizen customer satisfaction numbers**

O’Hare inquired regarding what the data collection source would be for customer satisfaction, inquiring if this may be more appropriate to come from local jurisdictions via surveys. Mahony indicated that they do not have any system currently setup for this type of data gathering.

## 5. Collection of fees

Are we also capturing revenue? Are we looking at revenues as well as expenditures?

Mahony noted the difficulty in correlating the revenue side to the cost of a Deputy going to court. Moran noted that from his CJCC experience, these statistical questions are not easy to answer, as different jurisdictions keep their records in different formats.

Lovejoy Roe requested budget information regarding the revenue side. Guenzel indicated that this is available in the County budget for 14A District Court, and that Ypsilanti Township would have it for 14B District Court. Jammick agreed that she would like to see a distribution of the money from the fines, indicating this would be an interesting presentation. Guenzel indicated that he would have staff follow up on providing fees/fines revenue information.

O'Hare stated that she had captured three items "at play" around the revenue issue:

1. Provide a presentation regarding the fees/fines, and how distributed – get *PSSC* members informed
2. Does the *PSSC* want to monitor levels of this? Does it relate to other key indicators?
3. Is this a potential measure of success for what we are doing?

O'Hare indicated that she felt unclear about how this could be determined as a measure of success. Kelly noted that until *PSSC* members are better informed they can't make any decisions about success. Lovejoy Roe indicated it may not be necessary to tie to success but it may be important to use in targeting enforcement.

O'Hare suggested that it may be best to first educate the *PSSC* members, and then determine if there are specific numbers that should be monitored, noting that this may help local jurisdictions budget better. Bunten noted that it could help with budgeting, but that it would mean little in terms of overall safety (e.g., issuing a headlight ticket would bring money in, but would probably have little impact on safety numbers). He noted that there is a lot more to it than just looking at revenue, in terms of what the *PSSC* wants to gauge – if you are trying to gauge effectiveness revenue is probably not as useful a number to monitor.

Jammick indicated that 14B District Court was able to maximize deputy time in court by scheduling deputies in court at the beginning or end of shift, minimizing overtime. She stressed that there is a lot to be learned by looking at the numbers and working with the budget, and that there is opportunity to take the revenue numbers that come from court and see what they do mean.

O'Hare indicated that she would update the Key Indicators chart, and provide a revised copy at the April *PSSC* meeting.

**8. Other**

O'Hare indicated that there were updated final copies of the *PSSC* Committee Charter and *PSSC* Workplan available.

O'Hare indicated that the April meeting would provide a presentation on court fees/fines and revenue as well as an update from Diane Heidt, Labor Relations Manager, regarding labor negotiations.

**9. Adjournment**

The meeting was adjourned by Facilitator O'Hare at 5:45 pm.

**Next Meeting:**

Wednesday, April 4, 2007

4:30pm – 6:00pm

110 N. Fourth Avenue, Large Conference Room

Approved by Committee: 4 April 2007