

POLICE SERVICES STEERING COMMITTEE
Wednesday September 5, 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
William McFarlane	Superior Township
Mark Ouimet	County Commissioner
Brenda Stumbo	Ypsilanti Township
Kenneth Unterbrink	Lima Township
Patricia Vaillencourt	Village of Manchester

Members Absent: Dan Minzey, Michael Moran, Kenneth Schwartz

Staff Present: Mary O’Hare (Facilitator), David Behen, Scott Patton, Linda Wicks (Recording Secretary)

Sheriff Leadership Present: Lt. Jim Anuszkiewicz, Lt. Troy Bevier, Lt. Brian Filipiak, Cr. Marilyn Hall-Beard, Lt. Dieter Heren, Lt. Mike Trester

Others Present: Mike Radzik

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

Bunten moved for approval of the July 18, 2007, Police Services Steering Committee meeting minutes; Irwin seconded; all in favor.

3. Citizen Participation

None.

4. Committee Check-In / Other

Patton shared a copy of the “Regional Dispatch” resolution going to the BOC tonight. He indicated that this resolution is recommending both a **Steering Committee** for political discussions and recommendations to the BOC; and an **Operations/Technical Committee**. Patton noted that many at today’s *PSSC* meeting will be involved in these committees, adding that word had just been received from the Michigan Township Association that Pat Kelly will be their representative. Patton indicated that it is expected to be approximately a six month discussion process before final recommendations are made.

McFarlane reported that the *Eastern Regional Police Feasibility Study* is on track and that the final report is still on target for November.

5. Review of General Fund Law Enforcement Deployment Strategy

Mahony introduced the members of the Sheriff Leadership Team, all present. He then presented an overview of the “*Preliminary Plan for 2008 County-wide Law Enforcement Deputy Deployment*” (distributed to *PSSC* members, attached to minutes), stressing that this is a preliminary plan, developed by the Leadership Team over a seven week process.

Mahony noted **Key Considerations** in development of this plan:

- General Law Enforcement Services would be available to all areas of the County
- Policing County Facilities with allocated resources
- Services that are being provided for are response only services
- Deployment of personnel would be out of existing Sheriff stations
- Deployment of personnel would be on a no back-fill basis

Mahony indicated that the Leadership Team worked through many different scenarios, starting with the simple “what do we do if we want to cover 24x7 with the 12 deputies? – dividing them equally under the three shifts”. He noted that what was found was that, while this may come close to guaranteeing one car 24 hours a day, when service gaps were reviewed this may not be the wisest way to deploy the deputies.

Mahony distributed maps outlining “Washtenaw County Police Service Areas 2008 Service Type”, showing four categories of Sheriff Service:

- Jurisdictions with their own 24/7 Police Department
- Jurisdictions that rely on the Sheriff 24/7
- Jurisdictions that rely on the Sheriff part-time
- Jurisdictions with no local coverage

He noted that as they looked at the geography the Leadership Team also tried to look at options on another level; what coverage could look like as local deployment plans are developed – where would the most vacancies be, as broken down to the shift level. He indicated that one finding was that those in the “part-time” coverage areas will most likely be covering days and afternoons, but probably not the midnight shift consistently. He said that these were identified as service gaps, where someone needs to be available, along with the State Police, to respond.

Mahony said that the indication he received from Ann McCaffery at the State Police is that we can basically rely on the State Police for what they are doing now, but that resources for 2008 are not yet known. Mahony noted that the State Police currently have about 15 Troopers working 12-hour shifts, down to less than half of the 31 originally allocated in 2002. Mahony said that, having identified Service Gaps, the Leadership Team next considered leave patterns, training, unscheduled benefit-time off, and two-person car requirements in looking at how and where best to deploy the General Fund Deputies. He said that they quickly came to the realization that it is next to impossible to guarantee having a resource available 24/7, deciding to use as many resources as available to cover the biggest gap in service – the midnight shift – arriving at a formula of:

- 6 Deputies on midnights (including the K-9 Deputy) – Deploying from 2 stations
- 3 Deputies on day – Deploying from 3 stations
- 3 Deputies on afternoon – Deploying from 3 stations

Mahony noted issues discussed with housing the Deputies, indicating the benefits of having the Deputies work out of the same station; especially for the midnight shift with two-person car requirements – avoiding the need for a Supervisor to have to double-up deputies from different stations (lost time in travel). He stated that, looking at geography, Scio Township makes the most sense for deployment; it is in the center of the County, there is space, and it is right off major expressways. He noted, however, that Scio has reduced their Deputy coverage to five, and are below their minimum recommended level of seven deputies. He stressed that they did not want to create a “safety net” for Scio to keep reducing their coverage, and that in all likelihood they may need to ask Scio which shifts they are not going to cover; encouraging Scio to have at least one deputy on midnights. He noted that Scio has significant calls for service, and would be a drain on the County-wide patrol.

Mahony asked *PSSC* members for input on this housing decision: that from a Deployment standpoint Scio Township makes the most sense; that from a political standpoint it probably does not.

Mahony said that the Leadership Team reviewed the housing issue in terms of where there is available space to put people, and how this correlates with the biggest service gaps.

PSSC members presented their questions and comments regarding the ***Preliminary Plan for 2008 County-wide Law Enforcement Deputy Deployment:***

McFarlane expressed his appreciation for the effort the Leadership Team had put into this preliminary plan, asking if the team had considered having the 12 deputies work out of Station One (Hogback Road). Mahony replied that this had been considered, indicating that they had started with this scenario – all 12 resources working out of the one main station. He indicated that the Team ran into three issues: 1) Geography as it relates to the biggest gaps in service 2) Physical space for staff 3) Vehicles – only one marked patrol car is kept at Station One – this would require a fleet of patrol cars kept at Station One, rather than at sub-stations (least impact on future facility needs).

McFarlane asked if the Leadership Team had considered alternate shift times, noting that the requests for services after 3am or 4am is minimal. McFarlane stated his agreement with Mahony that stationing the majority of County-wide deputies out of Scio would be presenting a false safeguard for Scio; indicating that Scio has chosen to contract for fewer deputies, and those jurisdictions contracting for a reasonable number of deputies are entitled to their fair share of the County-wide patrol. Mahony indicated that the Leadership Team had talked extensively about running alternative shifts, indicating that one of the issues involved is that of Supervision, noting that briefings and assignments align with Supervisory shifts. He indicated that alternate shifts could be done, and that there are pros and cons for doing it.

Radzik inquired if there was any correlation, assumed or otherwise, between the station that the County-wide Deputy reports to and their patrol “beat” area. Mahony replied that there could be, further indicating that once this County-wide Deployment Plan is finalized, the Sheriff’s Office will be working with local Jurisdictions to develop individual deployment plans and assigning beats, looking at what beat configurations make the most sense. He noted that the Team has explored three preliminary beat configurations. Radzik inquired if a deputy would cover anywhere in the County if only one of the three day shift deputies were working on a given day (due to leaves, time off). Mahony responded yes, the Deputy would cover the entire County area.

Radzik asked if any Union issues were anticipated regarding the midnight shift. He asked about a scenario where a single County-wide Deputy and a single Township Deputy could double-up. Mahony replied that the midnight two-person car scenario is very specific to General Patrol areas and Ypsilanti

and Superior Townships. He indicated that contract deputies have never been used in conjunction with General Fund deputies to make a two-person car.

Kelly expressed her commendation for the effort put into the preliminary plan by the Leadership Team, indicating that it was clear a lot of thought and work had gone into this process. She stated that we may be setting ourselves up for failure by not having a policy about what the purpose is for these deputies. She stressed her concern regarding a township with the resources deciding to let the rest of the jurisdictions “pick up the tab” and provide coverage. She indicated that they could deal with the “perception” issue of stationing the County-wide Deputies out at Scio; but that there is a “real” policy issue there that needs to be worked out. Kelly inquired if, while equity may be a myth, there is a method whereby jurisdictions “paying their freight” can be assured that they are receiving appropriate services.

O’Hare suggested that terminology may need to be clarified, and that there may be different perceptions of what the term “service gap” means. She noted that at the recent Local Units Forums held, the idea of “service gap” was that the jurisdiction did not contract, and they did not have their own police force; therefore there was a service gap. She noted that the Sheriff Dept may define “service gap” differently, based on the number of service calls, and whether or not there are resources to answer these calls. She pointed out that it may not be that a jurisdiction without coverage results in a big “service gap”. She asked Mahony to clarify how the Sheriff Dept is defining “service gap”. Mahony defined “service gap” as being those areas that rely on the State Police for response, noting that from statistics they often do not get a response from the State. He further noted that this does not mean that the Sheriff Dept can step up and try to take all the calls that come into these areas, but that they want to be able to help fill the gap so that they can help respond to the calls not currently being responded to. He said that this may include areas that even have their own Police Departments; noting that currently Ypsilanti City is relying heavily on the Sheriff Dept contracted service for backup.

Lovejoy-Roe asked if dollars had been looked at alternatively to looking at just “bodies” for the County-wide Deputy deployment. She suggested looking at funding and possible overtime, rather than just looking within the parameters of adding “bodies”; suggesting that this could provide more hours of service and less cost (benefits, pensions, etc.). Mahony responded that this had not been looked at, noting that from an operational standpoint the Sheriff Office would prefer never to fill a shift with overtime. He indicated that the quality of work is reduced in those working overtime, double-shift and extended shifts, indicating that many studies have been done on this practice. He stated that for up to 12 hours the quality can be maintained, but that after 12 hours the level of service is reduced. Buntin stated that this is something done out of necessity, but that it is not a great strategy, further noting that it can be hard to get staff to work these extended hours. Mahony indicated that they could look at doing a cost-analysis regarding use of overtime for County-wide patrol deputies. O’Hare asked if this type of flexibility was built into the contract, noting that it states 12 deputies and one sergeant.

Ouimet shared his appreciation for the work of the Leadership Team in putting together the preliminary plan. He inquired if it had been communicated to Scio the impact that going from 7 down to 5 deputies would have. Mahony indicated that this had been communicated.

Ouimet indicated the need to clarify the expectations of the jurisdictions involved – both those contracting and those not. He inquired if it might have been more beneficial and easier for the Leadership Team to put together a preliminary plan had the *PSSC* given parameters of what was being looked for and defined expectations to respond and plan to. O’Hare stressed that this is a working draft; and this is an opportunity for input and direction from the *PSSC*.

Vaillencourt stated that the *PSSC* had said from the beginning that deployment is the responsibility of the Sheriff's Department, and that the *PSSC* wanted to leave this wide-open to explore every scenario, stressing, however the need for some kind of policy and clear definition of purpose and responsibilities. She noted that, while everybody may not be happy, it is important for everybody to be clear, and to know under what conditions the County-wide patrol will respond. She indicated that if it is clear what can be expected from these 12 deputies, jurisdictions can better plan for what they need.

Mahony stated the Mission Statement for County-wide Law Enforcement Deputy Deployment: "***To provide the best impact on the delivery of law enforcement service with the resources allocated***". He stated that at the end of this process jurisdictions should have a clear idea of what they can expect. He said that this ***Plan for 2008 County-wide Law Enforcement Deputy Deployment*** will be combined with the individual deployment plans for contracting entities to define service level expectations for those that rely on core response service from the Sheriff's Office.

Stumbo inquired if there is only one person on midnight, and they are not able to "buddy-up" with a contract deputy, what would happen? Mahony replied that two-person cars must be provided when possible, but that they do not have to pay overtime to put a second person in the car. He indicated that the Sheriff's Office will build the schedule so that two are available, but if someone is off on benefit time off, there may only be one person in the car.

Mahony was asked if the County is hiring 12 new deputies, with the reply that 9 contract positions are being lost, so only three additional deputies are being hired.

Mahony stated the intent for "vacancies to occur where they are" – if a vacancy occurs in the general fund population, the vacancy will be held there until filled. He noted they will still need to fill the shifts, but that the position will remain vacant where created.

O'Hare clarified that these 12 County-wide deputies are not fill-in "floating" deputies – that they are for County-wide patrol. Mahony confirmed that after two weeks, these 12 positions will be filled with overtime, budget permitting (\$500,000 overtime fund reserve for 2008, to be measured continuously to determine what is available). Kelly stated that her reading of the contract would indicate that these 12 positions are filled by the County (after 2 weeks) regardless of budget issues.

Stumbo inquired about the reference in the Preliminary Plan of two Augusta Township deputies moving to Ypsilanti Township. Mahony responded that this has not yet been discussed with Augusta, that this is a scenario that has been worked through and a possible recommendation that will be made. He noted that if Augusta or Ypsilanti Township do not want the deputies responding from this station, an alternative will need to be found.

Lovejoy-Roe stressed that, in light of cutbacks in all jurisdiction's police forces and total reduction in the numbers of officers, the reality is that the first obligation of these deputies is the "life and death" emergencies.

O'Hare asked if there was a statement already created for all of County-wide police services – something more global than the "mission statement" which was included in the preliminary plan reviewed today, perhaps as part of the contract process. *PSSC* members did not find a more global statement to reference; with Patton suggesting that *PSSC* members addressed this in definitions discussions.

McFarlane asked if those starting a shift at an assigned station will need to physically come to that station to sign-in and get briefed, or if they may do this remotely, further inquiring if there will be specific patrol areas. Mahony replied that the deputies will need to report to their station physically, and that there will be specific beats based on the number of cars that are out.

McFarlane suggested that the K-9 Deputy assigned to Station 6 (Superior) might be better assigned to an afternoon shift than the midnight shift, stating that there might be more need for it during the afternoon shift. Mahony noted that most calls for tracking happen on the east side of the County, further noting that the K-9 Deputy most always works alone.

Radzik indicated that he would agree that Station 7 (Scio) would be the most central location to start and end shifts, but that historically, last time there was a General Road Patrol, most deputies started and ended out of Scio Township and because of that they were almost always the closest to the calls in Scio when there was no contract coverage, and naturally most of their traffic stops happened closer to this home base – resulting in Scio claiming most of their time. He suggested that stationing these deputies out of Station 1 (Hogback) could offer access to expressways, and more access to multiple directions – if space can be found there for the deputies.

Mahony stated one of the assumptions the Leadership Team had operated under in developing this preliminary plan, is that they were not going to create new facilities or resources.

Mahony stated his preference not to deploy the General Fund deputies out of Scio Township, indicating that this takes away the incentive for Scio Township to provide for adequate services. Kelly further noted that this takes away the perception of Scio's citizens that service is needed.

Radzik noted that he felt it would be a mistake to split the deputies up at many different stations; further indicating that he felt it would be a mistake to put them at Scio.

Filipiak noted that restrictions/safeguards could be put in place maintaining beat locations, even if the deputies are housed in Scio.

Jamnack stated the need to take into consideration the political reality regarding Scio Township. She inquired if the next steps would include conversations with the non-contracting communities as well as those contracting – that it would be good to have conversations with both to complete the circle. Mahony indicated current plans to meet with only the contracting communities; but that they would be willing to meet with any non-contracting communities that would like to do so –noting, however, that there are some pretty tight timelines. Kelly suggested that perhaps a CEO or MTA meeting might afford this opportunity for non-contracting agencies to be included in discussions. Mahony noted that there is really no deployment plan to build for non-contracting areas, however, once done, if they would like to have the Sheriff's office come out to their jurisdiction and tell them what this means for them, they will be happy to do this. Jamnack noted that the individual jurisdiction discussions about deployment should provide more clarity and understanding about deployment of services and what this means on an individual basis.

Radzik inquired what station the Sergeant would be working from, with Mahony replying the midnight shift, out of the station that the midnight deputies are deployed. He noted that this Sergeant position can be a “working” position –that the contract states this is a viable option; if there is not a second deputy the Sergeant can double-up.

PSSC members are encouraged to email *L-PSSC* if they have questions or comments they would like to share with committee members regarding this preliminary plan for County-wide Law Enforcement prior to the next *PSSC* meeting.

6. Update on Discussions with Contracting Units including Overtime and Deployment Policy

Postponed to October *PSSC* meeting.

7. Update on Reports

Patton provided an update from the subcommittee meeting to discuss a standardized police services report for jurisdictions, indicating that this subcommittee had met earlier in the day in Manchester Village. He indicated that the committee had spent time going over requirements, which will be refined and put into the project plan. He stated that McFarlane has been identified as the “Project Champion”, serving as the primary “sounding board” for this project. Patton said the end result is intended to be a web-based application that will allow the user to select the data desired, define characteristics, and pull up the reporting information needed. He indicated that this could be demonstrated for *PSSC* members at their October 3, 2007, meeting, with the caveat that this is still a draft product.

Vaillencourt inquired about July *PSSC* discussion regarding overtime charges, asking if there would be a summary document for *PSSC* members to review regarding this. O’Hare noted that many of the issues resolved by the *PSSC* at their July meeting will be incorporated into the Overtime Protocol as part of the contract amendments. O’Hare indicated that she would review these decisions made in July, and bring this information from the minutes back to the October *PSSC* meeting for review.

8. Review and Update of 2008 Workplan

Postponed to October *PSSC* meeting.

O’Hare asked *PSSC* members to review the Workplan, and come to the October *PSSC* meeting prepared to discuss items, and determine what may still need to be addressed.

O’Hare asked *PSSC* members to start thinking about what the *PSSC* will look like for 2008, and begin framing the committee for the next year.

9. Adjournment

The meeting was adjourned by Facilitator O’Hare at 6:00 pm.

Next Meeting:

Wednesday, October 3, 2007

4:30pm – 6:00pm

110 N. Fourth Avenue, Large Conference Room

Approved by Committee: 3 October 2007