

**POLICE SERVICES STEERING COMMITTEE**

**Wednesday October 3, 2007**

4:30pm – 6:00pm

110 North Fourth Avenue

**Members Present:**

Paul Buntun	Chief of Police Saline
Jeff Irwin	County Commissioner, Chair of Board
Pat Kelly	Dexter Township
Herb Mahony, Designee	County Under Sheriff
William McFarlane	Superior Township
Mark Ouimet	County Commissioner
Kenneth Schwartz	County Commissioner
Patricia Vaillencourt	Village of Manchester

**Members Absent:** Ruth Ann Jamnick, Karen Lovejoy Roe, Dan Minzey, Michael Moran, Brenda Stumbo, Kenneth Unterbrink

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

**Others Present:** None

**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**

Buntun moved for approval of the September 5, 2007, Police Services Steering Committee meeting minutes; Irwin seconded; all in favor.

Kelly requested clarification regarding page 4, paragraph 2, of the September 5<sup>th</sup> minutes, regarding the definition of “service gap” as shared by Mahony. Mahony further clarified that “service gaps can be anywhere”, but where this focused was on “how do we best design a deployment plan that can meet the service gaps that we know exist”. He offered the example that in areas such as Pittsfield and Northfield Townships and the Cities of Saline and Milan they respond to about 95% of their calls, indicating that what they found in the general fund areas is they were responding to anywhere from 67% to 73% of the calls, with the remaining either going unanswered or that data was not available to determine what had happened with the calls. He indicated that when they looked at this percentage of a gap, they are trying to fill it with deployment. Mahony stated that they knew there would be service gaps in the 08 deployment, even in contract areas.

**3. Citizen Participation**

None.

**4. Committee Check-In / Other**

Irwin provided an update regarding the Police Service litigation, indicating that a hearing had taken place the prior Friday with the County and Townships both having motions in front of Judge Costello, and that oral arguments had been given. Judge Costello indicated he would issue his ruling within a

month. Irwin noted that if the motions to summarily dispose are not granted by the Judge either on behalf of the County or Townships, there would be a formal hearing on October 29. He said that there were three claims still in court, along with the County's counter-claim, including violation of the Open Meetings Act and arbitrary and capricious conduct. Irwin noted that the Townships could still choose to "appeal by right".

McFarlane reported in on the Eastern Regional Police Feasibility Study, indicating that the vendor for this study, Virchow Krause, will be presenting a draft for review and comment on October 19<sup>th</sup>. He noted that Patton would be attending this preliminary review and presentation.

McFarlane shared that Superior Township had sent a delegation to South Korea as "good will ambassadors," noting that Commissioner Schwartz had accompanied this delegation. It was noted that no tax dollars were spent on this good will expedition.

Vaillencourt reported in on the September 11 elections outcome for the Village of Manchester, indicating that she had been reelected as President for the Village of Manchester.

O'Hare shared an inquiry on behalf of Mike Radzik, who was unable to attend the meeting, regarding the 2007 rebates due to hours not fulfilled. She noted that the *PSSC* does not have authority to make any decision, requesting that information be gathered from *PSSC* members, as input. She stated his issue for discussion as being that 2007 had a flat rate overtime of \$10,000 – and whether or not there would be any pro-ration of that flat rate based on the number of hours that were not filled.

McFarlane inquired regarding how many communities are "owed hours," with Mahony responding really only two at this time: Ypsilanti and Scio Townships.

Irwin noted that when the \$10,000 cost was set, it was not meant to capture the full overtime costs, but was rather a "bridge" to the full costs of overtime, indicating the need to know the facts of the situation before making any decisions. He suggested looking at total overtime hours for the jurisdiction and how this spreads across the positions, and total costs contributed by the jurisdiction via the \$10,000 per body charge – looking at a collective cost of these as spread across the deputies.

Kelly stated that if the \$10,000 overtime charge was tied to a "body" it would make sense to pro-rate, not on the total number of hours; understanding however that \$10K was never really enough to cover.

Vaillencourt indicated that she would expect to look at their overtime charges collectively as a whole, and if they paid \$40,000 for overtime (\$10,000 x four deputies), she would expect to have received \$40,000 in overtime services. She stated her understanding that each jurisdiction was going to contribute \$10,000 per deputy for a total amount, with no disclaimers for the cause of the overtime – that it was a flat rate. She further indicated that in fairness, if a jurisdiction paid \$440K and only collectively used \$350K, the jurisdiction might think it fair to be reimbursed.

Mahony indicated that in figuring overtime hours, you must also look at how many of these hours come from vacant, suspended, and administrative leave – noting that it would be tough to draw a true analysis. He noted his recollection that it was a per deputy rate that everybody has to pay, whether used or not, and that trying now to measure it against something further might run into problems.

O'Hare suggested that the question may have come up because we are currently "straddling" the two methodologies between the full PSU and the new incremental unit type. She restated that the *PSSC* input at today's meeting is informational only, and that she will forward this on to Budget/Accounting

as they look at figures. O'Hare summarized *PSSC* understanding that it was a flat rate contribution into the total "pot", and what can be determined based on the numbers discussed, and whether or not it is a further discussion, there was at least an understanding from the contract point regarding the flat rate.

Schwartz indicated his understanding that it added an element of "certainty" to the contract process.

McFarlane expressed his appreciation to Mahony for the pro-active approach taken to the Lansing budget issues impacting police services – providing assurances to County residents that this was being looked at.

## **5. Review Previous Decisions for Overtime Protocol**

O'Hare stated Patton had reviewed the June and July *PSSC* minutes, and has extracted the conversations regarding overtime protocol, resulting from the local jurisdiction police services workshops on June 14 and 15. The *PSSC* recommendations regarding overtime protocol from these meetings have been outlined in a memo from Patton to the *PSSC*, distributed for review and confirmation.

Mahony indicated that he would need to know the following to "plug into" the projections the Sheriff's Office is making when they meet with the local units over the next several weeks:

- the 08 hourly rate for overtime that is going to be billed
- how the holiday pay issue was resolved

O'Hare stated that an additional document was created in summary from the workshops, indicating that these questions may have been addressed in this document; further indicating this summary document would be attached to the October *PSSC* minutes. Patton indicated he would follow-up with Budget to get the 08 hourly rate overtime cost to be charged.

Patton stated that the memo language would be reviewed and refined with Corporation Counsel, and it would be used as a foundational document to be added as a letter amendment to the contract, going out to the jurisdictions.

## **6. Demo of Reporting System**

Jim Burkey, Project Manager Application Specialist for the Sheriff's Activity Log, provided a live demo of the reporting system.

Burkey reminded *PSSC* members that with the Local Unit Reporting project there are quite a few pieces involved besides the online website; indicating that upgrades have been completed for the Time Capture and Activity Logs and that they are now in the testing stage. He noted these should be in production by November, offering help with more of the reporting aspects.

He indicated that Network staff are currently working on setting up Active Directory accounts and VPN access (allowing local units to connect into the County network). Reports and their descriptions will be listed on the local units reporting site, accessed through the *IWashtenaw* Website. He indicated that these are Crystal Reports, housed on a Business Objects server. Burkey stated that there will be a sign-in for the VPN, and a sign-in into the reports, and that Local units will be able to set parameters for the reports that they select. Burkey stressed that local units may view the reports for any of the local units.

Burkey stated that a PC Technician will visit each township and install VPN on one workstation to have access to the County network.

Mahony noted that there are some training issues to be addressed with staff, regarding how hours are recorded, to assure accurate reports.

Ouimet inquired regarding the timing that the data actually is reporting from, with Burkey replying that it is close to real time – that as soon as an activity log is approved by the supervisor it will appear in the reports. He further clarified that until it is approved by the supervisor, it does not appear.

Burkey confirmed that prior reports could change, should “back data” be entered at a later time (i.e., should old logs become approved, this would impact the reports for that time period).

Mahoney stated that once a deputy ends their shift, they close out the series of records that create the activity log for that day. It then sits in a queue for their supervisor to review and approve. If there are errors or corrections that need to take place, it is rejected and the deputy is sent a message and is told to make the corrections and resubmit. Mahony indicated that if there are no issues, the log is usually approved within the first few days; however, if the supervisor is on vacation or there are issues, the log may be outstanding for weeks. Behen stated that there are “checks and balances” in the system to assure that the supervisor is accountable and that the log is done appropriately, and Mahony stated that every log is dated and visible to the appropriate chain of command in the queue until approved.

Mahony stated that this reporting project has been a great partnership between the Sheriff’s Office and Support Services IT staff, indicating that it has been a great team (and teamwork) working towards this goal.

O’Hare inquired about training for local jurisdictions, noting that it is part of the project plan. She noted that this training should incorporate both the use of the tool and what to do with the data being presented, noting that some of this data is new data, never before accessed by the local units. Patton indicated that the training component is currently scheduled for late December. O’Hare asked *PSSC* members if this could best be accomplished in small groups or site visits. Burkey reminded *PSSC* members that part of the training would include going thru the VPN access, indicating that it would need to take place at site locations, either separately or in groups. Burkey noted that the Reports Subcommittee may serve as the pilot training group. He also noted that it may be an option to group some townships for the site location trainings. O’Hare noted that this grouped township training could encourage the *PSSC* workplan goal of expanding collaboration between jurisdictions.

Mahony stated that Phase Three of the project ties the log activity direct to employee timesheets, noting that this will provide additional incentive to make sure logs are completed and are accurate.

Kelly suggested the idea of having a glossary available to align with the training, further recommending that the training take place after they have had a chance to explore the reporting system and discover questions that may arise.

Patton noted one major variable in the project as being that all police agencies are migrating to CLEMIS, indicating that the Sheriff is scheduled to do so in November. If successful, this will increase the capacity of this reporting system, if there are issues the reporting system would be pulling from the old AS400 system.

Kelly inquired if variables could be set to look at groups of jurisdictions in the reporting. Mahony indicated the system could allow independent and aggregate reporting options.

Schwartz inquired if there would be a reporting option to track the General Fund deputies. Burkey replied that this is part of the upgrade to the reporting system, and that it is currently available on the staging site and will be available on the production site soon.

Patton stressed that the Reporting Subcommittee is thinking very strategically about the process, and wants to establish that all the data needed is included in the reporting.

## **7. Update on Discussions with Contracting Units Including Overtime and Deployment Policy**

Mahony distributed a sample tool for use at the Sheriff's meetings with local units. This spreadsheet tool provides information on:

All responses that do not include the freeway or "non-broadcast"

\*\*\* Includes self-initiated trooper and deputy activity (State or Sheriff)

- Five Year Actual All Calls for Service by Day and Shift
- Annual Average All Calls for Service by Day and Shift
- Daily Average All Calls for Service by Day and Shift
- Separate breakout for "Response Only" calls – calls from public citizens that were responded to

Mahony noted that a lot of the self-initiated activities don't generate a "call for service"; traffic tickets do not, unless they lead to an arrest.

- Weekly Average All Calls for Service by Shift
- Weekly Average Response Only Calls
- Calls for Service by Hours Received  
(Five Year Actual, Annual Average and Daily Average)
- Calls for Service by Shift Received
- Calls for Service by Month and Shift Received  
(Five Year Actual, Annual Average and Shift Daily Average)

Mahony indicated that these statistics will be used as a tool in meeting with local units, allowing review of specific jurisdiction staffing needs. He indicated that staffing levels can be set by day of the week and by the week.

Mahony presented on screen a second spreadsheet report showing sample combined data for Dexter Village, Dexter Township and Webster Township.

Mahony then distributed a third reporting tool which takes actual 2007 work schedule data (making assumptions for year-end) and allows the Sheriff's Office to sit down with the Township Supervisor and decision-makers and plug in minimum staffing by day and shift. This tool then lets the jurisdiction know what overtime they could expect based on vacations, comp time, sick and personal leave; summarizing by month. He stressed that for this planning tool for 2008 he needed to use the 2007 "reality" and manipulate this to fit 2008 policy. Mahoney indicated that the local unit will be able to use this tool to make decisions down to the point of "if this is January and a Monday, then the minimum staffing is X".

Mahony indicated that these reports will all be ready for each local unit meeting, further indicating that the Sheriff's Office will come to these meetings with a recommendation from their perspective. He indicated that jurisdictions will be contacted by the beginning of next week to setup the meeting schedule, meetings will take place throughout October, and in November each one of these local unit response plans will be finalized and jurisdictions will be met with once again to confirm its content.

Mahoney indicated that this planning allows for changes three times during the year at shift bid, further noting that the minimum staffing threshold can be changed at any time.

Irwin expressed his appreciation for the work done by Mahony and the Sheriff's Office, indicating that the degree to which this will allow decisions to be driven by data is great, and exactly what the committee wants. McFarlane further noted the positive impact this data will have in allowing jurisdictions to make informed decisions. Mahony stated that these tools and data will result in basing staffing decisions on need, rather than fulfilling hours. Schwartz stated that it shows what two departments can achieve when they work together and in synch. O'Hare added the value found in the *PSSC* and having a forum to share these ideas at and get feedback.

#### **8. Review and Update of 2007 Workplan/Meetings in 2008**

O'Hare asked *PSSC* members to review the 2007 Workplan, to make sure all items have been covered before the new methodology goes live in 2007.

- Mahony requested agenda time in December, to provide a summary of deployment plans
- McFarlane requested agenda time in December, to provide a summary of Virchow Krause's Report for the Eastern Regional Police Feasibility Study
- Kelly suggested agenda time in January to discuss the collaborative efforts between Dexter Township, Dexter Village and Webster Township – looking at local collaborative efforts that can be fostered
- McFarlane suggested an update on the new Reporting System at the November meeting

O'Hare provided a brief status for each Workplan Objective, noting that the Workplan Objectives have been pretty well addressed to-date, asking *PSSC* members if there are specific objectives that should be addressed at the November *PSSC* meeting.

#### **1. Monitor Key Performance Indicators for Police Service Operations**

Many Key Performance Indicators had to do with deadlines to get things in place. These are on target, with 2008 offering the monitoring of the process.

#### **2. Monitor Discussion of Regional Dispatch**

Conversations & updates have taken place.

#### **3. Monitor Union Contract/Negotiations**

Labor Relations Manager Diane Heidt has presented twice for the *PSSC*, requesting feedback.

#### **4. Expand Collaboration Between Contracting Jurisdictions**

Eastern Regional Police Feasibility Study fits into this Workplan objective. Commissioner Smith presented on the Collaborative Communities, setting the stage for general parameters around collaboration. Kelly noted that their three-jurisdiction work could be a model for other areas, providing a more local model/discussion.

#### **5. Determine Opportunities for Efficiencies within Contract Pricing**

O'Hare indicated that this Workplan item remains unaddressed; suggesting that it may need to go on the 2008 *PSSC* Workplan. She noted that this item addresses not just the philosophy of who pays for policing, but whether there are opportunities to do this at a lower cost.

#### **6. Overtime Operations**

Mahony has addressed, as did the local unit workshops in June.

O'Hare indicated that November *PSSC* discussion should include talk about how the *PSSC* would like to be structured for this next year to handle the work that needs to be accomplished, including collection of preliminary information for the 2008 *PSSC* Workplan, and reviewing the *PSSC* structure and operating methods, and making sure that the *PSSC* is fulfilling their structure and has everything in place for 2008.

**9. Adjournment**

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

**Next Meeting:**

Wednesday, November 7, 2007

4:30pm – 6:00pm

110 N. Fourth Avenue, Large Conference Room

Approved by Committee: 7 November 2007